

# **Family Assistance Center**

## **Operation R.E.A.D.Y.**

**Resources for Educating About Deployment and You**

# Operation R.E.A.D.Y.

## Designed for Soldiers and Families of the Active Army, the Army National Guard, and the Army Reserve

This workshop material was developed in two phases under a contract with the Department of the Army and HQDA (CDSC-FSA), the United States Department of Agriculture Cooperative State Research Education and Extension Service (USDA-CSREES), and the Texas Agricultural Extension Service (TAEX), The Texas A&M University System.

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# **Family Assistance Center**

Active Component

**Operation R.E.A.D.Y.**  
Resources for Educating About Deployment and You



# Family Assistance Center

## Active Component

### Facilitator's Guidelines

This section provides the facilitator with resources needed to plan and conduct a workshop.

Each workshop unit has **4 sections**:

- ✎ Facilitator's Guidelines  
help the facilitator prepare for the workshop
- ✎ Workshop Overview  
highlights key components of the workshop
- ✎ Workshop Plan  
provides the facilitator with an outline for conducting the workshop
- ✎ Workshop Resources  
include program activities, supporting videos, flyer, handout materials, and transparency masters

**Topic:** Family Assistance Centers

**Goal:** To enable personnel to establish and operate a Family Assistance Center.

**Audience:** This session is for **active military personnel** and **volunteer family members who staff Family Assistance Centers**, and **civilian community service organizations** that provide similar services to families.

**Time Required:** 8 hours

3 possible workshop options include:

- ✎ 1-day workshop
- ✎ 1 ½-day workshop
- ✎ several-days' workshop

**Room Requirements:** This workshop requires a room large enough to accommodate the participants. It is designed as a group process for roundtable discussions, with 6–8 people at each table. The room should be arranged for maximum visibility of the flip charts, videos, and overheads.

**Facilitator's Preparation:**

1. Reserve a location for conducting the workshop that will accommodate the number of participants.
2. Prepare flyers (master located under Flyer Master) and distribute them 1–2 weeks before the workshop.

3. Familiarize yourself with the goals of the workshop.

4. The facilitator's job is to lead the workshop, which includes distributing handouts and organizing group flip chart activities. Other tips include:

- ☞ plan an ice breaker
- ☞ encourage participation
- ☞ check for understanding
- ☞ prepare room
- ☞ make workshop personal
- ☞ gather necessary materials
- ☞ enjoy yourself
- ☞ offer amenities, such as parking, child care, and refreshments

5. Suggested activities are presented in square brackets ([ ]) in the lesson text.

The lesson text is meant to assist you and is not intended to be read aloud to the participants. The **suggested activities** list the visuals, handouts, or group activities that are used at particular points in the workshop.

6. Prepare overhead transparencies from the Transparency Masters provided:

- #1 Family Assistance Centers
- #2 Objectives
- #3 Desert Storm
- #4 Why a FAC?
- #5 FAC Essential Services
- #6 Objectives
- #7 Objectives
- #8 Objectives
- #9 Objectives

7. Reproduce the necessary number of handouts from the Handout Masters provided:

- #1 Sources of Support and Assistance for Army Families
- #2 FAC Equipment Supply List
- #3 FAC Stations—General Equipment Setup Instructions
- #4 FAC Volunteer Data Form
- #5 FAC Client Intake Record
- #6 Flow Chart for Helping Distressed Spouses
- #8 FAC Contact Log
- #9 Workshop Evaluation

8. Reproduce the necessary number of copies of the scenarios from the Scenario Masters provided:

- Scenario #1
- Scenario #2
- Scenario #3
- Scenario #4
- Scenario #5
- Scenario #6

9. Preview the video, *Family Assistance Center* (710655/TVT 20-1051), and the accompanying Video Discussion Guide, if you plan to use them.

*Note:* A video is not used for every workshop. Determine if participants have already seen it and expand your workshop, if necessary, to show the video.

10. Assemble all other necessary workshop materials and equipment

**Workshop Materials:**

- Flip chart paper on 1 easel and colored markers
- Extra markers for flip chart paper activities at tables
- Masking tape for securing charts
- Pens and pencils for participants' use
- Sample copies of local Mobilization Plans that include Family Support Annexes

**Equipment:**

- Overhead transparency projector and screen
- Television and VCR

11. Select assistants, who may include subject matter experts, RC Family Program Coordinator, Red Cross, etc.

*Note:* Due to optional workshop schedules, breaks have not been included in the workshops.

Facilitators may schedule breaks as needed.

# Family Assistance Center

## Overview

### 1-Day Workshop

*(time 8 hours)*

Estimated Time	Presentation Section	Visual-V Handout-H Scenario-S
5 minutes	Introduction and Objectives	V#1 and V#2
5 minutes	Background	V#3
17 minutes	<i>Family Assistance Center</i>	Video
5 minutes	Why a FAC?	V#4
5 minutes	FAC Essential Services	V#5
5 minutes	Support Agencies Represented	Flip Chart activity (facilitator)
5 minutes	Conclusion	
5 minutes	Introduction and Objectives	V#6
2 hours	Planning the Family Assistance Center, Tasks 1 and 2	S#1 and S#2 H#1, H#2, and H#3
5 minutes	Conclusion	
5 minutes	Introduction and Objectives	V#7
2 hours	Planning the Family Assistance Center, Tasks 3 and 4	S#3 and S#4 H#4, H#5, H#6, H#7
5 minutes	Conclusion	
5 minutes	Introduction and Objectives	V#8
2 hours	Planning the Family Assistance Center, Task 5	S#5
5 minutes	Conclusion	
5 minutes	Introduction and Objectives	V#9
1½ hours	Planning the Family Assistance Center, Task 6	S#6
5 minutes	Conclusion	H#8

# Family Assistance Center

## Active Component

### 1 2-Day Workshop

(time 8 hours)

Estimated Time	Presentation Section	Visual-V Handout-H Scenario-S
5 minutes	Introduction and Objectives	V#1 and V#2
5 minutes	Background	V#3
17 minutes	<i>Family Assistance Center</i>	Video
5 minutes	Why a FAC?	V#4
5 minutes	FAC Essential Services	V#5
5 minutes	Support Agencies Represented	Flip Chart activity (facilitator)
5 minutes	Conclusion	
5 minutes	Introduction and Objectives	V#6
2 hours	Planning the Family Assistance Center, Tasks 1 and 2	S#1 and S#2 H#1, H#2, and H#3
5 minutes	Conclusion	
5 minutes	Introduction and Objectives	V#7
2 hours	Planning the Family Assistance Center, Tasks 3 and 4	S#3 and S#4 H#4, H#5, H#6, H#7
5 minutes	Conclusion	
5 minutes	Introduction and Objectives	V#8
2 hours	Planning the Family Assistance Center, Task 5	S#5
5 minutes	Conclusion	
5 minutes	Introduction and Objectives	V#9
1 ½ hours	Planning the Family Assistance Center, Task 6	S#6
5 minutes	Conclusion	H#8

# Family Assistance Center

## Active Component

### Overview

### Several Days' Workshop

*(time 8 hours)*

Estimated Time	Presentation Section	Visual-V Handout-H Scenario-S
5 minutes	Introduction and Objectives	V#1 and V#2
5 minutes	Background	V#3
17 minutes	<i>Family Assistance Center</i>	Video
5 minutes	Why a FAC?	V#4
5 minutes	FAC Essential Services	V#5
5 minutes	Support Agencies Represented	Flip Chart activity (facilitator)
5 minutes	Conclusion	
5 minutes	Introduction and Objectives	V#6
2 hours	Planning the Family Assistance Center, Tasks 1 and 2	S#1 and S#2 H#1, H#2, and H#3
5 minutes	Conclusion	
5 minutes	Introduction and Objectives	V#7
2 hours	Planning the Family Assistance Center, Tasks 3 and 4	S#3 and S#4 H#4, H#5, H#6, H#7
5 minutes	Conclusion	
5 minutes	Introduction and Objectives	V#8
2 hours	Planning the Family Assistance Center, Task 5	S#5
5 minutes	Conclusion	
5 minutes	Introduction and Objectives	V#9
1 1/2 hours	Planning the Family Assistance Center, Task 6	S#6
5 minutes	Conclusion	H#8

# Family Assistance Center

## An Overview

(time 50 minutes)

### Introduction

[Visual #1: *Family Assistance Centers*]

Welcome to the Family Assistance Center (FAC) workshop. It is designed for those who may be expected to set up and operate FACs during deployments.

### Objectives

[Visual #2: *Objectives*]

Participants will:

- ☞ learn and discuss reasons for operating a FAC
- ☞ understand the 5 essential services provided by FACs
- ☞ review the key agencies involved in the Army family assistance and support system.

### Background

[Visual #3: *Desert Storm*]

During Desert Storm (1990–91) around 600 FACs were established throughout the country. Most FACs had 24-hour access and 1-800 numbers. These centers were critical in providing information, assistance, and referral to thousands of military family members.

Many FACs were established on Army installations in the United States and Europe to serve families living on or near installations. The Army National Guard (ARNG) set up and operated FACs in hundreds of civilian communities, which served not only Army Guard and Army Reserve (USAR) families, but also families from all military services.

During this time, crises clearly could not be handled by existing service facilities. The FAC became a point to coordinate available resources, such as chaplain services, Red Cross (ARC), Veterans Administration (VA), and a host of other agencies with direct and indirect interests in assisting and supporting military families.

### Family Assistance Center

[Show the video, *Family Assistance Center* (17 minutes)]

We will now see a video, *Family Assistance Center*, which shows how a FAC becomes a central point for providing services to family members during a mobilization or deployment.

What were some key points in the video?  
(Allow 10 minutes for discussion)

- ☞ The FAC is the focal point for information.
- ☞ The 3 parts of the family support system are:
  - ☞ Family Assistance Center
  - ☞ Rear Detachments, if available
  - ☞ Family Support Groups (FSGs)
- ☞ A FAC is a center for services.
- ☞ Flexibility is essential to a successful FAC.

## **Why a FAC?**

[Visual #4: *Why a FAC?*]

There are several good reasons for operating a FAC:

- ☞ An official information conduit
- ☞ Crisis referral service
- ☞ Legal assistance
- ☞ Focal point for Army family assistance and support system personnel
- ☞ Problem solving

## **FAC Essential Services**

[Visual #5: *FAC Essential Services*]

The 5 essential services that a FAC provides are:

- ☞ ID cards and DEERS
- ☞ CHAMPUS
- ☞ Financial service
- ☞ Legal service
- ☞ Information and referral

## **Support Agencies Represented**

[Flip Chart activity (facilitator)]

[Ask participants to identify agencies that should be represented]

Types of agencies that should be represented at the FAC are:

- ☞ Army Community Service (ACS)
- ☞ RC Family Program Coordinator (FPC)
- ☞ ARC
- ☞ CHAMPUS
- ☞ Finance
- ☞ Personnel office
- ☞ Family Advocacy
- ☞ Provost Marshal Office (PMO)
- ☞ Dental Activity (DENTAC)

- ℞ Medical Activity (MEDDAC)
- ℞ Chaplain
- ℞ Inspector General (IG)
- ℞ Judge Advocate General (JAG)
- ℞ Public Affairs Officer (PAO)
- ℞ Directorate of Logistics (DOL)
- ℞ Directorate of Engineering and Housing (DEH)

This is a suggested list of agencies and it may not be all-inclusive; there may be more in your area.

## **Conclusion**

The purpose of a FAC is to be a focal point for participants in the Army family assistance and support system.

We discussed the 5 essential services offered by a FAC and reviewed other services that should be offered.

FACs are critical in providing help to military families during deployment. As you can see, a FAC fills an important need.

# Family Assistance Center

## Tasks 1 and 2

*(time 1 hour and 50 minutes)*

### Introduction

The world is a volatile place where anything can happen, so our Army must be ready for any contingency, even in periods of reduced resources and smaller forces.

For the rest of the workshop we will focus on planning for a Family Assistance Center.

### Objectives

[*Visual #6: Objectives*]

Our objectives are:

- ↳ to select a location for the Family Assistance Center
- ↳ to define the FAC's specific and implied tasks and how they will be accomplished
- ↳ to propose operating schedules and staffing of the FAC

### Scenario

#### Task 1

[*Distribute Scenario #1 and Task 1 (see Facilitator's Notes, p. 1 of Scenario)*]

Put yourselves into a situation. It's fictitious, but I think you'll agree it is realistic. At this time, you will receive a scenario that places us at Ft. Roger Young, with a cast of characters you may find familiar. Read the scenario.

[*Distribute Handout #1*]

You will receive a handout, **Sources of Support and Assistance for Army Families**, which will identify all the participants in the Army family assistance and support system.

Discuss the scenario in your work groups. We will build on this scenario today. If you have questions, call me or one of the assistant facilitators to your table for clarification.

Keep in mind that in a simulation such as this, you never have all the answers, just as you never have all the answers in the real world.

You will be working together for the next 30 minutes to solve Task 1. Use the flip charts to record your work. At the end of the 30 minutes, we'll reassemble, and you will have a chance to share your solutions with the entire group.

*(Allow 30 minutes for group work, and 15 minutes for sharing solutions)*

## **Task 2**

*[Distribute Scenario #2, Task 2, and Handouts #2 and #3]*

The TF Eagle scenario continues. General Steel has dropped in on your planning meeting. Using the scenario and considering the progress you made in the past hour, develop your solution to Task 2.

You will receive 2 handouts that may help you develop the equipment and personnel requirements for your FAC.

You can share the results of your work in 25 minutes. Work deliberately; you are under some time pressure. Can you imagine what the pressure would be like if this were the real thing?

*(Allow 25 minutes for group work)*

Let's hear your solutions. Keep in mind as we listen to each other that there is no single way to set up and run a FAC.

Creativity, sound planning, management, and leadership are all essential.

There will be time for questions and discussion after we listen to each presentation.

*(Allow about 5 minutes for each group presentation)*

## **Conclusion**

During this session, we have housed the FAC in an appropriate facility, learned what we have to do, and have begun to figure out how to get it done. However, there are problems we have not yet solved. During the next session, we will continue with our TF Eagle scenario.

# Family Assistance Center

## Tasks 3 and 4

*(time 21 hours)*

### Introduction

This session continues planning and begins operating the Ft. Young FAC in support of the active Army families of TF Eagle. We will examine how a typical FAC could support TF Eagle.

### Objectives

[*Visual #7: Objectives*]

Using information we learned in Tasks 1 and 2 and the information we will learn later during this session, our objectives will be:

- ☞ To understand FAC communication requirements
- ☞ To propose a workshop to prepare our staff
- ☞ To deal with typical FAC problems during deployment

### Tasks 3 and 4

[*Distribute Scenario #3 and Handouts #4, #5, #6, and #7*]

You now have the TF Eagle scenario and several useful handouts. Work together in your adopted roles to solve Tasks 3 and 4.

You have 50 minutes for group work. We will spend our remaining time listening to and discussing your solutions.

[*Distribute Task 3*]

Let's hear how you would solve the communications and workshop questions raised in Task 3.

What help do you need from General Steel at this point?

*(Allow 20 minutes for discussion)*

[*Visit each work group and select a person to help you make presentations. Look for variety and creativity.*]

Some problems are beginning to surface. How will you, as a FAC staff member, solve them? Let's take them one at a time (Task 4).

[*Distribute Scenario #4 and Task 4*]

*(Allow 40 minutes or longer for discussion, since this is the key to FAC service)*

*[Keep in mind that the individual settings of the briefing for General Steel and the staff for Task 3 are totally different from an in-house meeting to deal with Task 4.]*

Your solutions to the facilities and communications challenges depend on the specific plans you made for the particular FAC you are managing. That, of course, depends on your background and your team members' backgrounds. These are very real situations and requirements, and they will vary from installation to installation.

*[Enforce the simulation. What is appropriate communication in one setting is clearly not appropriate in the other.]*

*Expect and look for differences of opinion. There is no single solution, but some are better than others. Try to get a consensus, if not total agreement.]*

You are fortunate to have a commander as sensitive to your needs as General Steel. It's not always like that. You might have to find another high-ranking ally elsewhere, someone like a Command Sergeant Major or a staff director who has access to the commander. Don't waste your credibility on unreasonable demands. During periods of tight resources, there are many demands and many demanders.

The solutions to Task 4-A might include a reference to the Soldiers' and Sailors' Civil Relief Act, although at this point, this is a simulated deployment and the law does not apply. Social workers need to be involved.

Financial assistance, such as budget counseling for the long term and maybe AER for the immediate situation, may also be necessary. The chaplain or the ARC might become involved.

Medical and legal assistance may be appropriate. The FSG needs to be reminded that this type of assistance is always best handled by skilled professionals.

A tactful, thoughtful approach to keeping the FSG involved for support should be considered.

Task 4-B definitely requires legal, medical, and administrative assistance. The FSG, within its capability, can continue to be involved in a supporting role.

Perhaps locating another Vietnamese family member nearby would help with the cultural and communications problems. The RDC may have to involve the soldier in filling out the appropriate paperwork while deployed. Handling the problem by returning the soldier to the family should also be considered.

Task 4-C must include referral to appropriate child protection agencies because of child abuse evidence. Other considerations might be similar to those discussed above.

Task 4-D represents an all-too-typical situation that is not at all funny, although many who have not had to deal with it may try to laugh it off. There is no single answer to this problem.

Some spouses wear their soldier's rank as if it were their own. The Army really needs to address this issue to reduce the patronizing attitude that a few "senior spouses" have.

Meanwhile, the problem continues and it cannot be ignored. Solutions proposed by the groups might include mediation, a conflict management workshop, or having General Steel himself get involved on behalf of the FAC.

## **Conclusion**

*[Use the groups' flip charts in your summary. Walk around. Get dynamic. The tempo is about to pick up.]*

During this session we have considered both management challenges and some highly charged family problems that demand solutions. This is the way it is in a FAC.

The FAC has to be managed in an objective, efficient, and economical way, and yet it must provide service in a gentle, understanding, and effective way.

If one function is overemphasized, the other will surely suffer. As you can see, this is not an easy task. In the next session, the job gets even bigger and much more serious.

# Family Assistance Center

## Task 5

*(time 2 hours)*

### Introduction

This workshop features new and serious challenges to the Ft. Young FAC. The scenario leaps to new levels of intensity, bringing with it hard questions that require careful, timely, and correct answers.

### Objectives

*[Visual #8: Objectives]*

During this session, we will learn to:

- ☞ understand and apply the FAC's role in casualty operations
- ☞ manage misleading information and rumor
- ☞ deal with stress among FAC staff members

### Task 5

*[Distribute Scenario #5 and Task 5]*

You have the new TF Eagle situation. As you can see, this exercise has become something much more serious. Take time to read over the scenario carefully. Then we will continue with a short discussion of casualty management before proceeding to group work.

Let's talk for a moment about the Army's casualty notification and assistance system. The Army has established Casualty Area Commands to notify families in case of casualties. Casualty Assistance Officers (CAO) are appointed and trained specifically for that purpose.

The roles of the FAC, FSG, and RDC are limited to coordinating resources to foster a caring support network. These agencies form the basic level of support for families whose soldiers are away, and their roles become particularly important if a soldier is wounded, killed, or captured.

However, the casualty office should be prepared to call the FSG only if the next of kin say that such support is welcome.

FACs need to understand that FSGs foster a sense of unity and mutual support among Army families. The relationship between the spouse and the FSG often results in the FSG being the initial source of emotional support, much like an "extended family."

FACs should be aware of a common tendency of people helping people—overstepping boundaries. People go beyond what is legal and proper, duplicating and confusing the services of professional agencies. FACs and

FSGs have their roles to play; however, these roles do not involve the application of clinical, ministerial, or social work skills. The FAC's role is to refer families to those agencies that usually handle such matters.

FACs and FSGs may also receive updated information as to the location of family members during deployment. This information should be passed along to the Casualty Area Commands as it is received.

With these points in mind, begin your group work. Continue to role play and solve Task 5. You have 50 minutes to develop your solutions; then, we will listen to the results of your work.

*[Visit each group to make certain they are moving through all the requirements and are not spending all their time on 1 or 2 items.*

*Suggest using 40 minutes for discussion of 5-A, 5-B, and 5-C, and using 10 minutes for 5-D and 5-E combined.]*

Solutions to Task 5-A should be within the parameters established earlier.

Task 5-B solutions are sure to contain varied approaches to handling information. Americans today seem to believe that technology can and should provide them with instant information.

They must understand that under normal circumstances it is sometimes difficult to obtain accurate information. With the outbreak of hostilities and the rapid movement of forces, and security considerations, it becomes even more difficult.

Telephones can bring information directly from soldiers in the theater of operations to the family living room. Rumors get passed on as fact.

The FAC may want to set up a rumor control office or work with the Public Affairs Office (PAO), if one is operational nearby.

The community in crisis should be kept informed by its leaders as completely and rapidly as possible to minimize anxiety and uncertainty arising from rumors and half-truths.

One way is to designate a "trusted source" of official information at the FAC, a military person with the personality and understanding required to generate trust among family members.

The FAC staff must think ahead to decide what the families will need to know to deal with today's events and tomorrow's. When facts are not available, respond honestly that the information is not yet known or not yet released, and then explain why, if possible. Help the families keep faith in the system by responding sensitively to their requests and demands for more news.

Many 1-800 "hot line" numbers were set up during Desert Storm. In a similar situation, large volumes of calls can be expected, and may cause delays.

Answers may not be available to many questions. Often, the most helpful thing the hot line staff can do is to listen with care and compassion. They cannot be expected by the FAC, the family clients, or themselves to do the impossible.

Responses to Task 5-C can run the gamut from stress prevention and treatment, rest, nutrition, and exercise, to the services of clinical mental health professionals.

Time does not allow a more thorough treatment of stress beyond essential leadership responsibilities. Responsibilities include being alert for signs of stress, such as irritability, nervousness, or substance abuse, and removing distressed personnel and volunteers from contact with clients until good health and attitude are restored.

Of course, the best manager will reduce stress by having enough staff for the job, by efficient scheduling, by frequent displays of support and appreciation, and through leadership by example.

Solutions to Tasks 5-D and 5-E will probably differ between groups, depending on how they have set up their FACs. Demands for assistance and more resources should be tempered with the knowledge that other agencies are also in crisis.

All agencies will be seeking more resources and more assistance. The best solutions will be those that develop ways to do more with less.

## **Conclusion**

*[As before, use the groups' flip charts for your summation.]*

*(Allow 5 minutes)*

During this session, TF Eagle's workshop deployment suddenly changed to a national emergency. The Ft. Young FAC responded accordingly.

Casualties, stress, rumors, misinformation—all are symptomatic of what Karl Von Clausewitz calls the “fog of war.” Cutting through that fog, friction, and confusion is a major leadership and management task, both on the battlefield itself and on the home front.

# Family Assistance Center

## Task 6

(time 1 📄 hour)

### Introduction

The TF Eagle scenario continues. The war is over. The following message was just received at the FAC:

*(read the message from General Steel)*

Our task for this closing session is twofold: first, to help with the homecoming and reunion; and second, to record our successes and failures so that others may learn from our experiences.

### Objectives

[Visual #9: **Objectives**]

Our objectives during this session are:

- to understand the FAC's role in troop homecoming and family reunion
- to organize our thoughts about a plan for setting up and operating a FAC
- to learn how to evaluate and measure our effectiveness
- to decide how what we learned can be turned into actions designed to make the FAC more effective in future operations

### Task 6

[Distribute **Scenario #6** and **Task 6**]

Before you begin your group work to solve Task 6, let's talk for a moment about these two tasks.

The FAC's role in the homecoming and reuniting of Army families should be characterized by assistance and support rather than leadership. Also, the FAC can be a focal point for coordinating all the community groups and agencies who will want to show their appreciation.

Mental health and family-life specialists can help in a counseling program to prepare the families for reunion, tactfully dispelling the fantasy that sometimes precedes such an event.

In preparing your 5-minute briefing for General Steel, keep in mind the questions raised in Task 6. This will help you clarify your remarks. Remember, General Steel will hear many after-action briefings from many different sources.

You want him to remember the most important things you learned from your experience. You also want to propose solutions to problems you encountered so that he and his staff, or higher Army headquarters, can incorporate these solutions to be even more effective in the future.

In many ways, this final requirement is the most important of all. You will be providing your own summary of your learning experience. Every group will have an opportunity to present their after-action briefing. We will allow time for questions and discussion.

You have 45 minutes to work. At the end of that time, we will gather to hear your presentations.

*(Allow 45 minutes)*

*[Visit each group as they work. They should be preparing their charts with key points.*

*Encourage the use of visual aids during the briefing. Remind them that the class will be taking notes.*

*This is the summary of their learning experiences.*

*Group discussion (facilitator)]*

Your briefings clearly show that you have come a long way in this workshop. If this were a real-world situation, we would say that we have arrived at a critical juncture.

You have learned a great deal and have shared many creative solutions.

In order for real-world or simulated exercises like this to have a lasting impact, recommendations for improvement must be transformed into plans.

You can usually find family support plans in annexes from mobilization planning documents at all headquarters, from the Department of the Army down to local installations and units. Here are some examples of such plans.

*[Hold up copies of local **Mobilization Plans**. Point out **Family Support Annexes**.]*

After hearing your briefings, General Steel may return to his staff and assign responsibility for solving the problems you encountered and were unable to solve; he may study what you learned and your recommendations with a view toward incorporating them into the appropriate planning documents.

You might be asked to participate in planning groups based on your firsthand experience. The point is that these important things you have learned should be useful in the future.

## **Conclusion**

*[Sum up the workshop. Use previously displayed visuals, if desired, or use the groups' flip chart work.]*

During the last several hours, you have learned about FAC operations. You have studied the rationale for establishing FACs, and frequently referred to recent history for examples of how FACs have operated in the past.

You have learned that much of what a FAC looks like in operation will depend on the available people and resources, and the priorities of the local command.

You have learned how to situate and equip a FAC, and how to find and train both paid and volunteer staff members.

You have experienced working with crises and problems typical of military family separation during both training and hostilities.

You have provided your own summary of this learning experience. Perhaps the key lesson of the day is that the answers to tough management problems lie in the creativity and experience of individuals who come together to work as a team. A FAC is nothing if it is not a team.

Thank you for your time, hard work, and attention.

[Distribute **Handout #8**]

# Family Assistance Centers

Why have a FAC?

Do you know the 5 essential services provided by FACs?

Would you like to know how to organize and operate a FAC?

This workshop will provide you with:

- ↳ take-home information
- ↳ practical applications
- ↳ opportunity to meet people with common interests

Join us at \_\_\_\_\_

For a workshop on \_\_\_\_\_

Date \_\_\_\_\_

For more information contact \_\_\_\_\_

See you there!

# **Family Assistance Center**

Active Component

**Operation R.E.A.D.Y.**  
Resources for Educating About Deployment and You



# Objectives

- ↳ to learn and discuss the reasons for operating FACs
- ↳ to understand the 5 essential services provided by FACs
- ↳ to review the key agencies involved in the support system



# Desert Storm

- ✎ 600 FACs were established
- ✎ 24-hour access and 1-800 numbers
- ✎ Provided information, assistance, and referral to millions of military family members



# Why a FAC?

- ✎ Information
- ✎ Crisis management
- ✎ Legal assistance
- ✎ Focal point for services
- ✎ Problem solving
- ✎ More . . .



# FAC Essential Services

✍ ID cards and DEERS

✍ CHAMPUS

✍ Financial

✍ Legal

✍ Information and Referral



# Objectives

- ↳ to select a location for the FAC
- ↳ to determine the FAC's specific and implied tasks and how they will be accomplished
- ↳ to propose operating schedules and staffing of the FAC



# Objectives

- ✎ to understand FAC communications requirements
- ✎ to propose a training program to prepare the staff
- ✎ to deal with typical FAC problems during deployment



# Objectives

- ✎ to understand and to apply FAC's role in casualty operations
- ✎ to manage misleading information and rumors
- ✎ to deal with stress among FAC staff



# Objectives

- ✎ to understand a FAC's role in troop homecoming and family reunion
- ✎ to organize our thoughts about a plan for setting up and operating a FAC
- ✎ to learn how to evaluate and measure the FAC's effectiveness
- ✎ to turn what we have learned into more effective operations in the future



# Sources of Support and Assistance for Army Families

1. **Army Community Service (ACS):** ACS is the mainstay of soldiers, DoD civilians, and family members assistance for the Army on or near installations. It is staffed by volunteers and paid professionals. Among the services ACS provides are: 1) financial counseling and assistance; 2) services for special needs families; 3) family advocacy services; 4) relocation assistance; 5) information, referral, and follow-up assistance; and 6) family member employment assistance.
2. **Army National Guard and U.S. Army Reserve Family Program Coordinator Offices:** Although not staffed at ACS levels, these offices provide information and referral services on all of the listed services, both military and civilian, for the families of Reserve Component members who normally reside away from Army installations.

*Note:* The two agencies listed above operate during times of normal operations and during deployments. They are among the first places the Army family should turn for advice and assistance. If these agencies cannot provide direct assistance, they will refer the family to someone who can.

3. **Family Assistance Center (FAC):** FACs may be established on or off Army installations during periods of lengthy deployment. FACs provide assistance and information and referral on matters such as ID cards and DEERS, health care, legal matters, financial counseling and assistance, and family psychological support.
4. **Rear Detachment:** A military unit may create a Rear Detachment when it deploys for extended periods. This detachment is the primary point of contact for family members who have questions or who need assistance before and during separations.
5. **Family Support Group (FSG):** The FSG is organized to provide mutual support for a unit's family members. It is affiliated with a specific military unit, ARNG Armory, or USAR Center. The FSG forms the third component of the Army's family support system during deployment. It operates during periods of normal operations as well, in close coordination with the affiliated unit and, if convenient, with ACS or the Reserve Component Family Program Coordinator's office. The FSG also serves as an important source of inspiration, training, and support to empower Army families to increase and enhance their self-reliance.



# FAC Equipment Supply Checklist

- Desks
- Tables (work area to assemble packets)
- Handcart (to load boxes)
- Telephone with multiple lines on rotary sequence
- Telephone answering machine
- Typewriter
- Computer with modem and printer
- ID card camera, laminator, letter board, and letters
- Copier
- Government vehicle or access to one
- Filing cabinets
- Bookcases
- Chairs
- Rosters of mobilized units to include family information and copies of mobilization orders

## SSSC Account

Pens, paper, pencils, staplers and staples, staple removers, whiteout, paper clips, rubber bands, wide felt-tip markers, envelopes, tape, scissors, copy paper, rulers, binders, etc.



# FAC Stations

## General Equipment Setup Instructions

### 1. General Areas

<i>Intake Reception Area</i>	<i>Waiting Area</i>
Answer phones and greet visitors ☞ Maintain a record-log of all calls and visitors ☞ Direct calls and visitors to appropriate station ☞ Complete an intake form for each ☞ Enter data into data base	☞ Adult area ☞ Children's area ☞ Break area with refreshments ☞ Private waiting area with a cot (for sick or serious problems)

### 2. ID Cards and DEERS Input

- ☞ Table and chairs with letter boards
- ☞ Camera setup and chair
- ☞ Table and chairs for completing DD Form 1172
- ☞ Typewriter and table for typing and laminating ID card
- ☞ Computer for entry into DEERS

### 3. CHAMPUS

- ☞ Desk and chairs
- ☞ Booklets and forms

### 4. Financial

- ☞ Desks and chairs
- ☞ Private area
- ☞ Red Cross personnel

### 5. Legal

- ☞ Desk and chairs
- ☞ Private area
- ☞ Legal references
- ☞ Phone and computer

### 6. Community Referral

- ☞ Desk and chairs
- ☞ Phone and private area



# HFAC Volunteer Data Form

Name \_\_\_\_\_ FAC Center(s): \_\_\_\_\_

Address \_\_\_\_\_

Phone (H) \_\_\_\_\_ (W) \_\_\_\_\_

## When are you available to help at the FAC?

- Daytime
- Evening
- Late night
- Overnight
- Monday
- Tuesday
- Wednesday
- Thursday
- Friday
- Saturday
- Sunday

## What would you like to do at the FAC?

- Answer phones, talk to distressed families
- Help families with CHAMPUS questions and complete claim forms
- Reception and receiving, direct questions and problems to the right area
- Child care center, children's activities
- Clerical or secretarial
- Referral to outside agencies, find someone who can help
- Listening to families in crisis, comfort them
- Help make ID cards (will be trained to do this)
- Operate computer
- Provide refreshments, or find providers
- Provide or find transportation
- Act as translator
- Supervise, schedule, and find volunteers
- Community outreach, contact organizations or professionals to help
- Public speaking to groups about the FAC
- Run errands
- Public relations (press packet will be available to you)

→ Wherever needed

**Anything you would not like to do?**

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**Anything that might limit your volunteer work?**

- Need child care                      → Transportation                      → Other

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**Any special skills you might offer to families?**

- Auto mechanics
- Home maintenance
- Counseling
- Nurse
- Lawyer
- Finances or Budgeting
- Good with children
- Farming
- Other

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Privacy Act of 1974: To Be Used For Official Use Only.

Authority: Title 10, Section 3013 and Title 3, Section 301 USC.

Purpose: Information provided will be used to collect information on volunteers for FAC. It will not be used for any commercial purposes. Information provided is strictly voluntary.

# FAC Client Intake Record

Spouse or Caller Data	Service Member Data
Name:	Name:
Address:	Rank:
Phone:	SSN:
	Unit:

Problem:

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Action Taken:

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Follow-up Required

\_\_\_\_\_ Yes

\_\_\_\_\_ No

If yes, to whom, and why? \_\_\_\_\_

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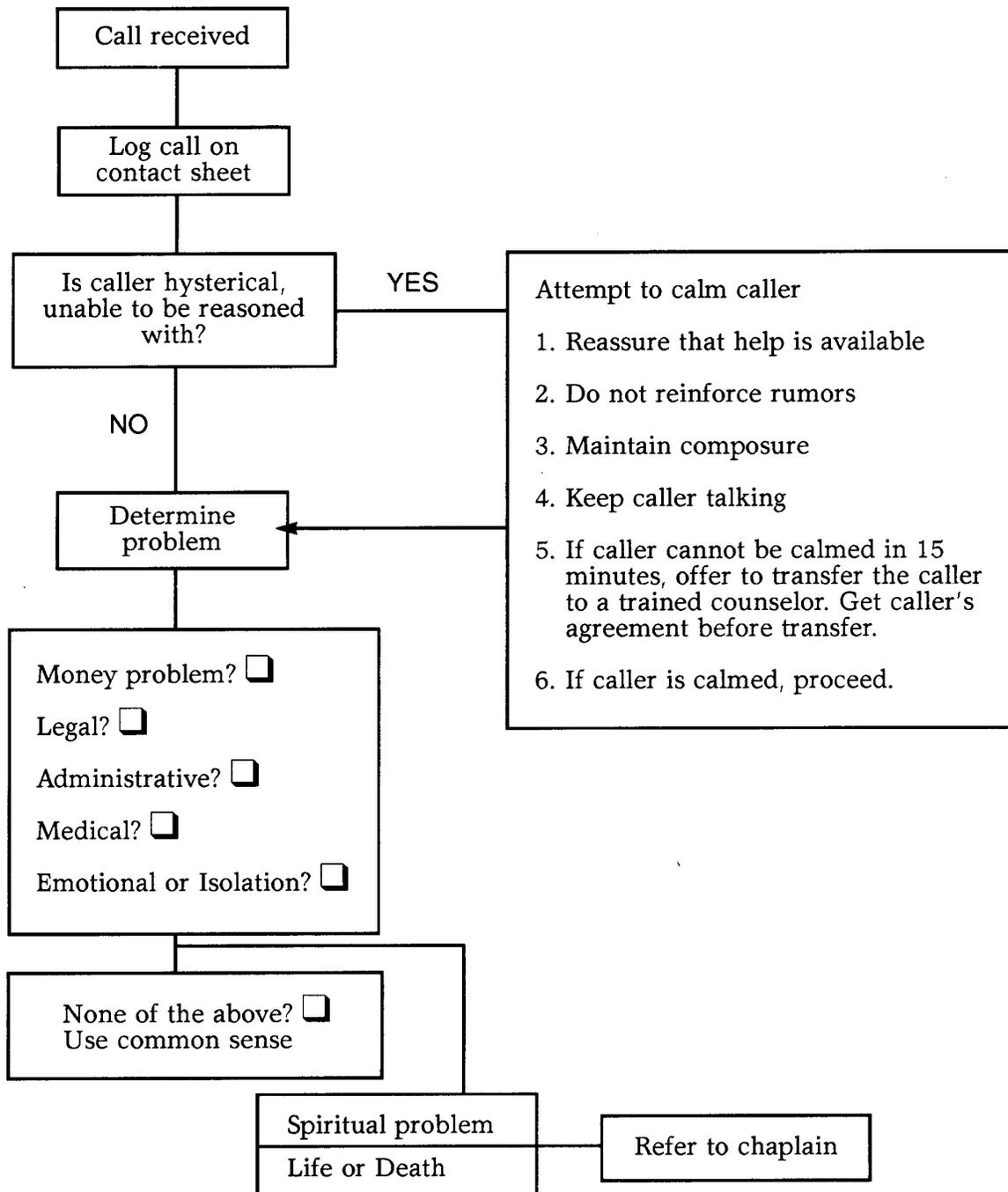
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## Flow Chart for Helping Distressed Spouses



*Key Point to Remember:* Treat the caller as you would want your wife, mother, girlfriend, father, or other relative to be treated.





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# Workshop Evaluation\*

1. Did you understand the objectives of this workshop?  Yes  No

2. Do you think these objectives were met?  Yes  No

3. If you answered **No** to either 1 or 2, please explain your answer below:

4. Circle the word which best describes the effectiveness of this workshop:

Inadequate      Marginally Effective      Effective      Very Effective      Outstanding

5. Based on your above response, what are your suggestions for improving this workshop?

6. How did you benefit from this workshop?

7. Did this workshop meet the needs of the participants?  Yes  No

8. Circle the word which best describes the facilitator's presentation:

Inadequate      Marginally Effective      Effective      Very Effective      Outstanding

9. Please share your comments about the facilitator's presentations?

10. If you were the next facilitator to lead this workshop, how would you improve it?

*\*Use the back of this sheet to continue your responses, if necessary.*

# Family Assistance Center

## Active Component

### Scenario

#### General

The participants are seated at round tables of 6–8 people, with enough space for each group to work independently.

By acting on the information presented in the Scenarios, the participants will learn to organize and operate a FAC.

#### TF Eagle Scenario

##### Background

The date is 15 July. Fort Roger Young literally bustles with activity these days, in sharp contrast to the calm and quiet of the Southeastern Black Belt, a region named for the color of its rich soil. The oppressive heat and humidity of midsummer are stifling.

Soldiers sweat profusely as they shoulder huge rucksacks and weapons. The soldiers here train hard, and so do their commanders. Both know that the sweat lost here will save blood later. Several learned that lesson in Iraq in 1991.

Ft. Young is home to the 33d Infantry Brigade (Separate) and portions of the Corps Support Command, known here respectively as the 33 Bde and the COSCOM. The post and the brigade are commanded by Brigadier General Steel, a soldier's soldier, well named and known for his tough, but fair, leadership style. He can be fierce, but his popularity is high because the troops know that General Steel also has heart. He cares about the soldiers under his command, and he cares about their families. He is a widower.

Fort Young is located in Smith's Landing, a small "Army town" of about 25,000. The town's livelihood is tied to Ft. Young. The small businesses near the gate cater to soldiers and their families. Several hundred service members and their families live in town. The local Kiwanis Club offers an opportunity to meet with the town's business leaders. The town and the post have traditionally been close in word and deed. They get along well, particularly since General Steel's arrival. His popularity extends well into the staunchly patriotic Smith's Landing community.

The state capital, Tecumseh, is 100 miles southwest of Ft. Young. It is a typical Southern city of approximately 600,000. Its hope of a much-needed economic rebirth is tied to the two-year-old automobile manufacturing

plant and to some adventurous software developers. The textile industry, so long the staple of Tecumseh's economy, has fallen on lean times in recent years. The state government in Tecumseh is proud of the several military installations in the state. More importantly, they provide jobs. Up to now, none of these bases have been scheduled for closure.

## Situation

The Third Battalion of the 33d Infantry (3/33 Inf) has been alerted for a major training deployment in Backkesh, a small sheikdom located on the Persian Gulf. Backkesh has aligned itself with the United States, Great Britain, and other Western Allies. Although Backkesh allows no foreign bases in its country, it does permit, and indeed encourages, the United States and its allies to train there.

The 3/33 Inf, as a part of Task Force (TF) Eagle, is conducting the third such training exercise in the last 18 months. Although TF Eagle will be fully armed and equipped to fight in the event of unforeseen hostilities, no trouble is expected. The deployment is scheduled to last 6 months. TF Eagle has been given a departure date of 15 August. That date is considered For Official Use Only for now, and is being referred to as D-Day.

## Organization

TF Eagle is organized as follows:

The names of the key commanders and personnel are identified. All of TF Eagle will deploy to Backkesh, except for the Rear Detachment personnel.

HQ 3/33 Inf and TF Eagle	LTC Strong, Commander (CDR) CSM Wiley, Command Sergeant Major
Company A (Co A) Co B Co C Combat Support Company (CSC)	CPT Smart, CDR
Btry C, 88th Field Artillery Battalion (C/88 FA)	
4th Engineer Detachment (Water Purification) USAR (4th Engr Det) Tecumseh	LT Ready, CDR
123 Supply and Service Company (Laundry and Baking) ARNG (123 S & S Co) Tecumseh	CPT Skills, CDR
Rear Detachment Commander (RDC) Rear Detachment NCOIC	MAJ Knowing SFC Lock

## 1 August

As the troops of TF Eagle make final preparations for their airlift to Backkesh, the installation's plans for deployment have begun. These plans include support for the families of the soldiers to be deployed. A Family Assistance Center (FAC) is to be established in the event of full or partial mobilization. General Steel, however, has the authority to open a FAC for a training deployment, such as TF Eagle.

General Steel, a veteran of Vietnam and Desert Storm, knows that an Army fights like it trains. This morning he directed that a FAC be established to support TF Eagle families. He has asked the Director of Army Community Service (ACS), Ms. Wholesome, GS-11, to operate the FAC during the entire period that the TF will be gone and to continue it through the homecoming and reunion activities. In order to instill a sense of urgency and realism, General Steel has just announced his decision and his order, causing the FAC to be opened immediately.

The Brigade Standing Operating Procedures (SOP) require that a Rear Detachment be set up using internal resources whenever a company or higher unit departs for training of one week or longer.

The Brigade Civil Affairs officer (S-5), MAJ Knowing, has been appointed as Rear Detachment Commander (RDC). MAJ Knowing had expected to be attached to the TF; however, his wife is very ill, perhaps terminally, and General Steel has decided that he can best serve the TF from Ft. Young.

An NCO from Company C, SFC Lock, who is recovering from a parachuting accident, will serve as the Rear Detachment NCOIC. MAJ Knowing and SFC Lock have begun their duties, having received their orders upon public announcement of the TF Eagle deployment on 15 July.

Upon his arrival in the Brigade, General Steel was pleased to find a Family Support Group (FSG) program in place, although some groups were more effective than others. Although the Brigade did not deploy as a unit to take part in the Desert Storm, several of its officers and NCO leaders did take part as individuals.

Led by CSM Wiley, a veteran of that experience, the soldiers and families of the 3/33 Infantry were able to sustain their FSGs, even though some soldiers and family members felt the need for such a program had vanished in the aftermath of the war. A dedicated core of wives held it together, and a viable FSG structure was in place at the battalion level, with representation from each company involved.

The FSG Chairperson, Kay Dedication, was elected by the members six months ago. She and her staff have held monthly meetings, done small fundraisers, sponsored an Organization Day picnic, and published a newsletter every two months. Ms. Dedication is the wife of the Reconnaissance Platoon Sergeant.

Both MAJ Knowing and Ms. Dedication are concerned about the welfare of the families left behind in the Ft. Young area. They have discussed how they might work together to meet these families' needs. Neither was aware that General Steel would exercise his option to establish a FAC. They were notified of his decision at the staff meeting this morning.

## **Task 1**

### **General**

Participants will solve these problems in small groups of 6–8. They will record their solutions on flip charts and share the results of their work with the whole class.

### **Requirement**



### **Late Afternoon, 1 August**

The potential players in the upcoming operation of the FAC are assembled in the Brigade conference room brainstorming their mission and implied tasks. General Steel strides into the room, hot and wet with perspiration from a day's forced march with an infantry company. He takes a seat to listen to what is being discussed.

After hearing a discussion much like that of the last hour, he issues some pertinent guidance: "You are all experts and you all have roles to play in the TF Eagle deployment. What you do every day to support our soldiers and their families is vitally important to readiness and keeping good Army families in the Army. Now I want you to use those skills and your individual creativity to take care of these folks while they are separated."

He goes on to say: "I have in mind three possible places to put the FAC. You know what has to be done. Give me your recommendation as to which you prefer, and I'll make sure you get it. Money is tight, but I think I can spare some funds to help you get organized." The sites offered by General Steel are:

1. An old vehicle maintenance facility located about 5 miles from the main post in an area of warehouses belonging to the Post Engineer. It consists of a large room or bay, and three "offices" on one end. There is a large bathroom, with two showers, that could be divided into male and female facilities, with a little help from the Post Engineer. Parking is adequate, and telephone and power lines already crisscross the area.
2. The building currently houses the headquarters of 3/33 Infantry. There are plenty of existing facilities for separate offices, bathrooms, and a kitchen, and power and telephones are already in place. Some computer equipment is available and could be transferred to the FAC staff for the deployment period. This building is in the middle of troop barracks and similar headquarters buildings. Parking is available.
3. The three buildings that are currently used for the ACS Office, Youth Activities Center, and the Craft Shop. Parking, comfort facilities, power, and telephones are already in place. Adequate office space, though cramped, could be rearranged.

General Steel continues: "The good folks in Smith's Landing know there's a deployment afoot. They want to help. The Red Cross is willing, as are the Kiwanis, American Legion, and the VFW. The United Way can help. But you already know that. I just want you to know that I know . . . and I expect you to use all these resources creatively, effectively, and legally. Questions about legality can always be directed to our Staff Judge Advocate, MAJ Beagle."

"Further, I want you to choose your staff carefully. I can't pull out combat troops to help you. Much of what you do will have to be done with imagination. Just remember, this Army family is larger than we sometimes think, and they are usually ready to be asked to help."

“Before I go back to the range, I want one more very important thing. TF Eagle is a Total Army exercise. Don’t forget the Guard and Reserve members of TF Eagle. They’re giving up a lot in terms of professional and personal convenience to go with us to Backkesh. Many will take a reduction in take-home pay just to be part of this thing. Those folks have families too, and if you forget them in your planning, you will have to answer to me. Have a good time with this. Doing stuff for soldiers and their families should be fun.”

## Task 2

### General

Participants continue to work in small groups to solve the requirements listed below. However, they will now assume the roles of the key players in the family assistance and support effort that will take place in conjunction with TF Eagle. Ideally, each participant will have a role to play. If not, “assistants” are authorized, and if they create a role not yet mentioned in this Scenario, that is also acceptable, as long as it facilitates learning.

### Requirement

Given the Scenario, solve the following challenges and be prepared give a briefing of your work to General Steel at the special TF Eagle update staff meeting on 3 August.

- A. What location do you recommend for the FAC? Why? What resources will you need from General Steel?
  
- B. Who will provide the essential services identified earlier? How will traditional family support and assistance roles differ from “peacetime”? What roles are not yet staffed? What is your plan for staffing those essential service functions? How many people do you need? When do you need them and where are they coming from? How are you going to operate until they get on board and learn their jobs?
  
- C. When will the FAC be operational? What will be its working hours?
  
- D. If active duty units will be augmented by Army National Guard and Reserve families, how do you propose to serve them?

### Notes:

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**3 August**

The ARNG and USAR commanders have decided to assist and support the TF Eagle families. They have agreed to keep in close contact with the FAC at Ft. Young.

**12 August**

General Steel heard your briefing and acted on your recommendations. The FAC is open and operational from 0800 to 2200 every weekday, and from 1200 to 2200 on weekends. Due to factors beyond your control, only two telephone lines are currently in operation at the FAC and the power has been erratic due to a transmission plant accident on the day the FAC opened.

Several families have tried to use the FAC services. People are having to wait in long lines and have become occasionally short-tempered. Your staff is not yet at full capacity. The Deputy Post Commander's wife (his third) has decided to play a major role in the FAC in hopes that it will influence the next Brigadier General selection board. There are serious problems here, and you are preparing to ask for General Steel's help in solving them.

**Task 3**

**Requirement**

Working within their small groups, the participants continue to role play to solve the following problems. Then, they will brief General Steel for his decisions and support.

This is to be a special meeting for considering FAC operations only, and the principal installation and brigade staff will be on hand to assist General Steel in considering the FAC presentation.

That General Steel chooses to devote his time to the briefing attests to his interest in the welfare of his troops and their families. All key personnel working in the FAC and the total family support effort can expect questions from General Steel.

- A. What communications capabilities does the FAC need to accomplish its mission? What is essential? What would be nice to have?
- B. How must the chosen facility be improved to meet the needs of the families being served?
- C. The extra personnel needed to run the FAC have been identified and will arrive in the next few days. Who are they? What are the requirements for orienting and training them? How will you train them? How long will that take?
- D. What resources, decisions, or support does the FAC need from General Steel at this time?



**25 August**

TF Eagle has been gone for 10 days. The FAC has received and trained its full complement of staff. They are refining procedures and keeping records of support that they have given to the families who are separated from their loved ones in Backkesh.

The FAC, FSG, and RDC are working closely to meet all the needs that have arisen. The three have formed a TF Eagle Family Assistance Management Team, consisting of the FAC Chief, RDC, and the FSG Chairperson. The team will study ways to do their jobs better. Working with military and community family and social service agencies and professionals has been challenging, but the efforts have resulted in a coalition focused on serving the needs of the TF Eagle families.

They are conducting a meeting in MAJ Knowing's office. Many of the problems are coming to the FAC through the FSG. Kay Dedication has a report for the Management Team. She has just begun to speak when General Steel enters the room. He asks what is going on and then asks if the Team minds if he listens in. Since General Steel is always welcome, the meeting continues.

Ms. Dedication: "This week has been so hectic. We have 3 situations to deal with, and I need your help:

1. "A young PFC's wife is troubled because her landlord is threatening to evict her from their mobile home. It seems the landlord raised the rent last month, the soldier disputed it, and they have been feuding. The wife is only 17, and is threatening to leave and go home to mother; however, she is eight months pregnant. This is getting out of hand, and I'm afraid she'll do something stupid. She is talking several times a day to one of the FSG Support Circle Leaders in Company A. Any ideas?"
2. "Second, one of the senior NCOs in Company B left a serious situation unresolved at his quarters on post. His mother-in-law just arrived here from Vietnam as he was leaving with TF Eagle. It seems that she is legally dependent on him as a condition of her immigration to this country. She has tuberculosis and needs medical attention. There is no medical insurance and she has no ID card or medical card. This just came to my attention last night. I guess his wife has been reluctant to ask for help. This is too big for me.
3. "And finally, one of the Support Circle Leaders in Company C brought me a problem to speak with you about. A young Sergeant has been caring for his ten-year-old brother at an off-post apartment. The child has been with him for a few weeks, but no one seems to know much about the situation. The boy met some other kids his age at a playground. He brags that he doesn't have to go to school next week, and that he's just hanging out until his brother comes back. The other children are somewhat jealous of his independence. They say he has some pretty bad bruises, that he says he fell down the other day. Can we check to see if the Sergeant has made any arrangements for looking after this child?"

General Steel gets up to leave, saying, "These are real-world things that need fixing, and I know you can work these things out better if I'm not around. So, I'm off to a conference call with higher officers. It's supposed to be important. I would like to stay here all day, but I'd probably just get in your way."





**26 August**

The morning headlines brought shocks to the world that reached right into the heart of Ft. Roger Young: **“Mideast Erupts in War Flames . . . Surprise Attack by Scud Missiles Heavily Damages Cities throughout the Arabian Peninsula. Hundreds Dead . . . Jihad, ‘Holy War,’ Declared . . . UN Security Council in Emergency Meeting.”**

**27 August**

Headlines read: **“UN Throws Support behind Gulf Allies . . . U.S. Warplanes and Carrier Battle Groups See Action in Skies and Waters of the Persian Gulf and Arabian Sea . . . Congress Approves President’s Request for Declaration of War. . . Troops and Tanks Get Ready for Quick Move to the Region.”**

**28 August, 1000**

General Steel to his staff and commanders (FAC Chief, RDC, and FSG Chairperson in attendance): “As you know, the Brigade will move out within the next week for the Persian Gulf. We hope to join with TF Eagle, already in the area, but those orders have not come yet, or if they had I couldn’t release such information at this point. The call now is to mobilize 200,000 troops. We should be prepared for full mobilization if so ordered.

As all of you know, in many ways it is harder to deal with a partial mobilization, such as this, than a total one. All of you, in your respective areas of responsibility, must be creative, dedicated, and yet economical in managing this major event. I have full confidence that you can do it. If you need help, you must ask and ask loudly. This brigade is going to war. We have no time for frivolity or wasted motion. There will be no questions at this time. If you have questions see the appropriate staff section after this meeting. Good day . . . and good luck!”

**28 August, 1300**

MAJ Knowing bursts into the FAC as its staff is conducting a planning meeting. “I have important news. First, let me verify that we have no family member clients here in this room.” He continues: “TF Eagle has come under attack. There are casualties. I don’t have specifics, but we must review our role in the casualty process right away.”

A retiree staffing the phone bank calls out: “We just got a call from a soldier with TF Eagle. He’s on a cellular phone somewhere out there. He says he’s broken out in a rash, and that he has to wear his protective mask every time he enters a certain area. He wants us to wish his daughter a Happy Birthday for him.”

A haggard-looking, obviously tired and troubled family volunteer, hard at work on the telephone since 0600, jumps up from her chair screaming, “I can’t take it anymore. You can’t ask me to do anymore. There aren’t enough people helping on the phones. We never get a break, even for meals. Either get us some more help here or count me out. I need to be at home with my kids anyway. What if my guy is hurt, or dead? Oh, I just can’t stand it anymore!”





**22 February**

Desert Storm ended with an allied victory and cease-fire in mid-January. The 33d Brigade is coming home. Their arrival date is not known, but it is expected to be sometime in mid-March. The families are relieved to know it's over, and they and the civilian community are eager to provide a well-deserved homecoming celebration.

The Brigade paid a price in blood in the war. Twenty-two of its soldiers died in combat and over a hundred were wounded. It is possible, but unconfirmed, that as many as five of the seven missing in action are being held as prisoners of war.

This communiqué was received at the FAC from General Steel: "The soldiers of the 33d Infantry Brigade deeply appreciate what you have done for us and our families during these trying months. We could not have done it without you. You will get more of our thanks and recognition when we can give them to you in person.

"In the meantime, your job is not yet over. Your good work should be shared with others in the Army family as an example of how to do it right. I want you to prepare a complete, after-action review, including lessons learned, and submit it to my staff within a month of our return. I will take an important opportunity to be with you soon after our return to hear you out and to thank you personally again.

Signed,  
I. M. Steel,  
Brigadier General, Commanding"

**Task 6**

**Requirement**

Solve the following. Be prepared to brief the class on your solutions to A. You will present General Steel and the installation and brigade staffs with a 5-minute after-action report briefing on the rest of the requirements.

- A. What can the FAC do to facilitate the troop homecoming? To assist with reunion issues?
- B. What are the things you want General Steel to know about how you operated your FAC?
- C. How did you evaluate the FAC's effectiveness? (How do you know you did a good job?)
- D. What can be done now and in the next few months to make the FAC even more effective in future deployments?



# **Family Assistance Center**

Reserve Component

**Operation R.E.A.D.Y.**  
Resources for Educating About Deployment and You



# Family Assistance Center

## Reserve Component

### Facilitator's Guidelines

This section provides the facilitator with resources needed to plan and conduct a workshop.

Each workshop unit has **4 sections**:

- Facilitator's Guidelines  
helps the facilitator prepare for the workshop
- Workshop Overview  
highlights key components of the workshop
- Workshop Plan  
provides the facilitator with an outline for conducting the workshop
- Workshop Resources  
include program activities, supporting videos, flyer, handout materials, and transparency masters

**Topic:** Family Assistance Centers

**Goal:** To enable personnel to establish and operate a Family Assistance Center.

**Audience:** This session is for **uniformed and civilian personnel and volunteer family members who staff Family Assistance Centers, and civilian community service organizations** that provide similar services to families.

**Time Required:** 8 hours

3 possible workshop options include:

- 1-day workshop
- 1 1/2-day workshop
- several-days' workshop

**Room Requirements:** This workshop requires a room large enough to accommodate the participants. It is designed as a group process for roundtable discussions, with 6–8 people at each table. The room should be arranged for maximum visibility of the flip charts, videos, and overheads.

**Facilitator's Preparation:**

1. Reserve a location for conducting the workshop that will accommodate the number of participants.
2. Prepare flyers (master located under Flyer Master) and distribute them 1–2 weeks before the workshop.

3. Familiarize yourself with the goals of the workshop.
4. The facilitator's job is to lead the workshop, which includes distributing handouts and organizing group flip chart activities. Other tips include:

- ☞ plan an ice breaker
- ☞ encourage participation
- ☞ check for understanding
- ☞ prepare room
- ☞ make workshop personal
- ☞ gather necessary materials
- ☞ enjoy yourself
- ☞ offer amenities, such as parking, child care, and refreshments

5. Suggested activities are presented in square brackets ([ ]) in the lesson text.

The lesson text is meant to assist you and is not intended to be read aloud to the participants. The **suggested activities** list the visuals, handouts, or group activities that are used at particular points in the workshop.

6. Prepare overhead transparencies from the Transparency Masters provided:

- #1 Family Assistance Centers
- #2 Objectives
- #3 Desert Storm
- #4 Why a FAC?
- #5 FAC Essential Services
- #6 Objectives
- #7 Objectives
- #8 Objectives

7. Reproduce the necessary number of handouts from the Handout Masters provided:

- #1 Sources of Support and Assistance for Army Families
- #2 FAC Equipment Supply List
- #3 FAC Stations—General Equipment Setup Instructions
- #4 FAC Volunteer Data Form

- #5 FAC Client Intake Record
- #6 Flow Chart for Helping Distressed Spouses
- #7 FAC Contact Log
- #8 Workshop Evaluation

8. Reproduce the necessary number of scenarios from the Scenario Masters:

- Scenario #1
- Scenario #2
- Scenario #3
- Scenario #4
- Scenario #5
- Scenario #6

9. Preview the video, Family Assistance Center (710655/TVT 20-1051), and the Video Discussion Guide, if you plan to use them.

*Note:* A video is not used for every workshop. Determine if participants have already seen it and expand your workshop, if necessary, to show the video.

10. Assemble all other necessary workshop materials and equipment

**Workshop Materials:**

- Flip chart paper on 1 easel and colored markers
- Extra markers for flip chart paper activities at tables
- Masking tape for securing charts
- Pens and pencils for participants' use
- Sample copies of local Mobilization Plans that include Family Support Annexes

**Equipment:**

- Overhead transparency projector and screen
- Television and VCR

11. Select assistants, who may include subject matter experts, RC Family Program Coordinator, Red Cross, etc.

*Note:* Due to optional workshop schedules, breaks have not been included in the workshops. Facilitators may schedule breaks as needed.

# Family Assistance Center

## Reserve Component

### Overview

### 1-Day Workshop

*(time 8 hours)*

Estimated Time	Presentation Section	Visual-V Scenario-S	Handout-H
5 minutes	Introduction and Objectives	V#1 and V#2	
5 minutes	Background	V#3	
17 minutes	<i>Family Assistance Center</i>	Video	
5 minutes	Why a FAC?	V#4	
5 minutes	FAC Essential Services	V#5	
5 minutes	Support Agencies Represented	Flip Chart activity (facilitator)	
5 minutes	Conclusion		
5 minutes	Introduction and Objectives	V#6	
2 hours	Planning the Family Assistance Center, Tasks 1 and 2	S#1 and S#2 H#1, H#2, and H#3	
5 minutes	Conclusion		
5 minutes	Introduction and Objectives	V#7	
2 hours	Planning the Family Assistance Center, Tasks 3 and 4	S#3 and S#4 H#4, H#5, H#6, H#7	
5 minutes	Conclusion		
5 minutes	Introduction and Objectives	V#8	
2 hours	Planning the Family Assistance Center, Task 5	S#5	
5 minutes	Conclusion		
5 minutes	Introduction and Objectives	V#9	
1 ½ hours	Planning the Family Assistance Center, Task 6	S#6	
5 minutes	Conclusion	H#8	

# Family Assistance Center

## Reserve Component

### Overview

### 12-Day Workshop

(time 8 hours)

Estimated Time	Presentation Section	Visual-V Scenario-S	Handout-H
5 minutes	Introduction and Objectives	V#1 and V#2	
5 minutes	Background	V#3	
17 minutes	<i>Family Assistance Center</i>	Video	
5 minutes	Why a FAC?	V#4	
5 minutes	FAC Essential Services	V#5	
5 minutes	Support Agencies Represented	Flip Chart activity (facilitator)	
5 minutes	Conclusion		
5 minutes	Introduction and Objectives	V#6	
2 hours	Planning the Family Assistance Center, Tasks 1 and 2	S#1 and S#2 H#1, H#2, and H#3	
5 minutes	Conclusion		
5 minutes	Introduction and Objectives	V#7	
2 hours	Planning the Family Assistance Center, Tasks 3 and 4	S#3 and S#4 H#4, H#5, H#6, H#7	
5 minutes	Conclusion, Day 1		
5 minutes	Introduction and Objectives	V#8	
2 hours	Planning the Family Assistance Center, Task 5	S#5	
5 minutes	Conclusion		
5 minutes	Introduction and Objectives	V#9	
1 ½ hours	Planning the Family Assistance Center, Task 6	S#6	
5 minutes	Conclusion, Day 2	H#8	

# Family Assistance Center

## Reserve Component

### Overview

### Several Days' Workshop

*(time 8 hours)*

Estimated Time	Presentation Section	Visual-V Scenario-S	Handout-H
5 minutes	Introduction and Objectives	V#1 and V#2	
5 minutes	Background	V#3	
17 minutes	<i>Family Assistance Center</i>	Video	
5 minutes	Why a FAC?	V#4	
5 minutes	FAC Essential Services	V#5	
5 minutes	Support Agencies Represented	Flip Chart activity (facilitator)	
5 minutes	Conclusion		
5 minutes	Introduction and Objectives	V#6	
2 hours	Planning the Family Assistance Center, Tasks 1 and 2	S#1 and S#2 H#1, H#2, and H#3	
5 minutes	Conclusion, Day 1		
5 minutes	Introduction and Objectives	V#7	
2 hours	Planning the Family Assistance Center, Tasks 3 and 4	S#3 and S#4 H#4, H#5, H#6, H#7	
5 minutes	Conclusion, Day 2		
5 minutes	Introduction and Objectives	V#8	
2 hours	Planning the Family Assistance Center, Task 5	S#5	
5 minutes	Conclusion, Day 3		
5 minutes	Introduction and Objectives	V#9	
1 ½ hours	Planning the Family Assistance Center, Task 6	S#6	
5 minutes	Conclusion, Day 4	H#8	

# Family Assistance Center

## An Overview (time 50 minutes)

### Introduction

[Visual #1: *Family Assistance Centers*]

Welcome to Family Assistance Center (FAC) workshop. It is designed for those who may be expected to set up and operate FACs during deployments.

### Objectives

[Visual #2: *Objectives*]

During this session, our objectives are:

- ☞ To learn and discuss reasons for operating a FAC
- ☞ To understand the 5 essential services provided by FACs
- ☞ To review the key agencies involved in the Army family assistance and support system.

### Background

[Visual #3: *Desert Storm*]

During Desert Storm (1990–91), around 600 FACs were established throughout the country. Most FACs had 24-hour access and 1-800 numbers. These centers were critical in providing information, assistance, and referral to thousands of military family members.

Many FACs were established on Army installations in the United States and Europe to serve those families living on or near installations. The Army National Guard (ARNG) set up and operated FACs in hundreds of civilian communities, which served not only Army Guard and Army Reserve (USAR) families, but families from all military services.

During this time, crises clearly could not be handled by existing service facilities. The FAC became a point to coordinate available resources, such as chaplain services, Red Cross (ARC), Veterans Administration (VA), and a host of other agencies with direct and indirect interests in assisting and supporting military families.

### Family Assistance Center

[Show the video, *Family Assistance Center* (17 minutes)]

Before continuing with our workshop, we will watch a video entitled Family Assistance Center. This video will reemphasize that a Family Assistance Center is a central point for providing services to family members during a mobilization or deployment, or whenever the commander orders it activated.

What were some key points brought out in the video?

*(Allow 10 minutes for discussion)*

- ☞ The FAC is the focal point for information.
- ☞ The 3 parts of the family support system are:
  - ☞ Family Assistance Center
  - ☞ Rear Detachments, if available
  - ☞ Family Support Groups
- ☞ A FAC is a center for services.
- ☞ Flexibility is essential to a successful FAC.

### **Why a FAC?**

[*Visual #4: Why a FAC?*]

There are several good reasons for operating a FAC:

- ☞ An official information conduit
- ☞ Crisis referral service
- ☞ Legal assistance
- ☞ Focal point for all participants in the Army family assistance and support system
- ☞ Problem solving

### **FAC Essential Services**

[*Visual #5: FAC Essential Services*]

The 5 essential services that a FAC provides are:

- ☞ ID cards and DEERS
- ☞ CHAMPUS
- ☞ Financial service
- ☞ Legal service
- ☞ Information and referral

### **Support Agencies Represented**

[*Flip Chart Activity (facilitator)*]

[*Ask participants at each table to identify agencies that should be represented.*]

Types of agencies that should be represented at the FAC are:

- ☞ Army Community Service (ACS)
- ☞ RC Family Program Coordinator (FPC)
- ☞ ARC
- ☞ CHAMPUS

- ℞ Finance
- ℞ Personnel office
- ℞ Family Advocacy
- ℞ Dental Activity (DENTAC)
- ℞ Medical Activity (MEDDAC)
- ℞ Provost Marshal Office (PMO)
- ℞ Chaplain
- ℞ Inspector General (IG)
- ℞ Judge Advocate General (JAG)
- ℞ Public Affairs Officer (PAO)
- ℞ Directorate of Engineering and Housing (DEH)
- ℞ Directorate of Logistics (DOL)

This is a suggested list of agencies and it may not be all-inclusive; there may be more in your area.

## **Conclusion**

The purpose of a FAC is to be the focal point for participants in the Army family assistance and support system.

We discussed the 5 essential services offered by a FAC and reviewed other services that should be offered.

FACs are critical in providing help to military families during times of deployment. As you can see, a FAC fulfills an important need.

# Family Assistance Center

## Reserve Component Tasks 1 and 2

*(time 1 hour and 50 minutes)*

### Introduction

The world is a volatile place where anything can happen, so our Army must be ready for any contingency, even in periods of reduced resources and smaller forces.

During the rest of the workshop, we will focus on planning a Family Assistance Center.

### Objectives

[*Visual #6: Objectives*]

Our objectives are:

- ☞ to select a location for the Family Assistance Center
- ☞ to define the FAC's specific and implied tasks and how they will be accomplished
- ☞ to propose operating schedules and staffing of the FAC

### Scenario

#### Task 1

[*Distribute Scenario #1, Task 1, and Handout #1 (see facilitator's notes, p. 1 of Scenario)*]

Put yourselves into a situation. It's fictitious, but I think you'll agree it is realistic. At this time, you will receive a scenario that places us at Ft. Roger Young, with a cast of characters you may find familiar. Read the scenario.

*(Allow 5 minutes)*

You will receive a handout, **Sources of Support and Assistance for Army Families**, which will identify all the participants in the Army family assistance and support system.

Discuss the scenario in your work groups. We will build on this scenario today. If you have questions, call me or one of the assistant facilitators over to your table for clarification.

Keep in mind that in a simulation such as this, you never have all the answers, just as you never have all the answers in the real world.

You will be working together for the next 30 minutes to solve Task 1. Use the paper on the easels as you work. At the end of the 30 minutes, we'll reassemble and you will have a chance to share your solutions with the whole group.

*(Allow 30 minutes for group work, and 15 minutes for sharing solutions)*

## **Task 2**

*[Distribute **Scenario #2, Task 2, and Handouts #2 and #3.**]*

The TF Eagle scenario continues. General Steel has dropped in on your planning meeting. Using the scenario and considering the progress you made in the past hour, develop your solution to Task 2.

You will receive 2 handouts that may help you develop the equipment and personnel requirements for your FAC.

You can share the results of your work in 25 minutes. Work deliberately; you are under some time pressure. Can you imagine what the pressure would be like if this were the real thing?

*(Allow 25 minutes for group work)*

Let's hear your solutions. Keep in mind as we listen to each other that there is no single way to set up and run a FAC.

Creativity, sound planning, management, and leadership are all essential. There will be time for questions and discussion as we consider each presentation.

*(Allow about 5 minutes for each group presentation)*

## **Conclusion**

During this session, we have housed the FAC in an appropriate facility, learned what we have to do, and have begun to figure out how to get it done. However, there are problems we have not yet solved.

The issue of how to service our Guard and Reserve families is one such problem. During the next session, we will continue with our TF Eagle scenario.

# Family Assistance Center

## Reserve Component Tasks 3 and 4 (time 2 hours)

### Introduction

We continue the TF Eagle scenario, but the location and situation change to focus on actions taken by ARNG and USAR units in Tecumseh.

The National Guard and Reserve commanders, in consultation with General Steel, have decided to test their own family assistance and support systems.

We will focus on RC FAC operations that take place off and away from active Army installations.

At this time, you will assume new roles, as described in the Scenario.

### Objectives

[Visual #7: *Objectives*]

Using information we learned in Tasks 1 and 2 and the information we will learn later during this session, our objectives will be:

- ☞ to select a site, determine responsibilities, and to plan a schedule for the FAC
- ☞ to arrange a staff workshop
- ☞ to determine communication requirements
- ☞ to deal with typical problems during deployment

This session will last 2 hours. Take breaks as you need them.

### Tasks 3 and 4

[Distribute *Task 3 and Handouts #4, #5, #6, and #7*]

You now have the TF Eagle scenario as it applies to the ARNG and USAR units and families in the Tecumseh area, as well as several handouts, which you may find useful.

Work together in your new roles to solve Tasks 3 and 4. You have 50 minutes in which to work. Then we will spend the remainder of the workshop hearing your solutions and discussing them.

*(Allow 50 minutes)*

*[Visit each work group and select a person to help you make presentations. Look for variety and creativity.]*

Let's hear your proposals to solve the facilities and staffing problems of Task 3.

*(Allow 20 minutes for Task 3)*

*[Keep in mind that the individual settings of Task 3, and the briefing for General Castle and staff, are totally different from an in-house meeting to deal with Task 4.]*

What do you need from General Castle at this time?

Some problems are beginning to surface. How will you as a FAC staff member solve them? Let's take them one at a time in Task 4.

*[Distribute **Scenario #4** and **Task 4**]*

*(Allow 40 minutes or longer for Task 4, since it is the key to FAC service.)*

*[Enforce the simulation. What is appropriate communication in one setting is clearly not appropriate for the other.]*

Your solutions to the facilities, staffing, and communications challenges depend on the specific plans you made for the particular FAC you are managing. That, of course, depends on your background and your team members' backgrounds. These are very real situations and requirements, but they will vary with the organizations, families, and communities being served by the FAC.

*[Expect and look for differences of opinion. There is no single solution, but some ways are better than others. Try to get a consensus, if not a total agreement.]*

You are fortunate to have commanders as sensitive to your needs as General Castle and the USAR commander are. It's not always like this. You might have to find a high-ranking ally elsewhere, someone like a Command Sergeant Major or a staff director with access to the commander. Don't waste your credibility on unreasonable demands. When resources are tight, there are many demands and many demanders.

The solutions to Task 4-A might include a reference to the Soldiers' and Sailors' Civil Relief Act, although at this time, this is a simulated deployment and the law does not apply. Social workers need to be involved.

Financial assistance, such as budget counseling for the long term and maybe AER for the immediate situation, may also be necessary. The chaplain or the ARC might become involved,

Medical and legal assistance may be appropriate. The FSG needs to be reminded that this type of assistance is always best handled by skilled professionals. A tactful, thoughtful approach to keeping the FSG involved for support needs to be considered.

Task 4-B raises sensitive issues among RC members. There is no single answer to this dilemma. Raising the various considerations will be a thought-provoking exercise. Solutions may run the gamut from strict compliance with the order to active duty, to the young councilman's "fitness" for any kind of military service, since he has professional conflicts.

The most appropriate solution will probably be some kind of compromise. This is a problem that will not be solved by the FAC, but by a much higher level commander, perhaps at the MUSARC/STARC level.

Task 4-C must include referral to appropriate child protection agencies because of child abuse evidence. Other considerations may include medical or legal assistance.

The Rear Detachment POC may have to involve the soldier, his commander, or the next highest commander in the solution with an appropriate Family Care Plan, or even his return from overseas.

Task 4-D represents an all-too-typical situation that is not at all funny, although many who have not had to deal with it may try to laugh it off. There is no single answer to this problem.

Some spouses will wear their soldier's rank as if it were their own. The Army needs to address this issue to reduce the patronizing attitude that a few "senior spouses" have.

Meanwhile, the problem continues and it cannot be ignored. Group solutions might include mediation, a conflict management workshop, or having the STARC commander get involved on behalf of the FAC staff.

## **Conclusion**

*[Use the groups' flip charts in your summary. Walk around. Get dynamic. The tempo is about to pick up.]*

During this session, we have considered both management challenges and some highly charged family problems that demand solutions. This is the way it is in a FAC.

The FAC has to be managed in an objective, efficient and economical way, and yet, it must provide service in a gentle, understanding and effective manner. If one function is overemphasized, the other will surely suffer. As you can see, this is not an easy task. In the next session, the job gets even bigger and much more serious.

# Family Assistance Center

## Reserve Component

### Task 5

*(time 2 hours)*

#### Introduction

This workshop features new and serious challenges to the Tecumseh FAC. The scenario leaps to new levels of intensity, bringing with it hard questions that require careful, timely, and correct answers.

#### Objectives

[Visual #8: *Objectives*]

During this session we will learn to:

- ☞ act quickly to serve a significant increase in clients
- ☞ understand the FAC's role in casualty operations
- ☞ manage misleading information and rumor
- ☞ deal with stress among FAC staff

#### Task 5

[Distribute *Scenario #5*]

You have the new TF Eagle situation. As you can see, the exercise has become something much more serious. Take time to read over the scenario carefully. Then we will continue with a short discussion of casualty management before proceeding to group work.

[Distribute *Task 5*]

Let's talk for a moment about the Army's casualty notification and assistance system. The Army has established Casualty Area Commands to notify families in case of casualties. Casualty Assistance Officers (CAO) are appointed and trained specifically for that purpose.

The roles of the FAC, FSG, Rear Detachment Commanders, and the POCs are limited to coordinating resources to foster a caring support network. These agencies form the basic level of support for families whose soldiers are away, and their roles become particularly important if a soldier is wounded, killed, or captured.

However, the casualty office should be prepared to call the FSG only if the next of kin say that such support is welcome.

FACs need to understand that FSGs foster a sense of unity and mutual support among Army families. The relationship between the spouse and the FSG often results in the FSG being the initial source of emotional support, much like an "extended family."

FACs should be aware of a common tendency of people helping people—overstepping their boundaries. People go beyond what is legal and proper, duplicating and confusing the services of professional agencies. FACs and FSGs have their roles to play; however, these roles do not involve the application of clinical, ministerial, or social work skills. The FAC's role is to refer families to those agencies that usually handle such matters.

FACs and FSGs may also receive updated information as to the location of family members during deployment. This information should be passed along to the Casualty Area Commands as it is received.

With these points in mind, begin group work. Continue to role play and solve Task 5. You have 45 minutes to develop your solutions. Then we will listen to the results of your work.

*[Visit each group to make certain they are moving through all the requirements and are not spending all their time on one or two items.*

*Suggest using 20 minutes for discussion of Tasks 5-A, 5-B, 5-C, 5-D, 5-E, and 5-H combined, and using 40 minutes for Tasks 5-F and 5-G.]*

Solutions to Tasks 5-A, 5-B, 5-C, 5-D, 5-E, and 5-H should be within the parameters established earlier.

Demands for assistance and more resources should be tempered with the knowledge that other agencies are also in crisis and in need. The best solutions will be those that come up with ways to do more with less.

Task 5-F solutions are sure to contain varied approaches to information handling. Americans today seem to have a belief that technology can and should provide them with instant information.

They must understand that under normal circumstances it is sometimes difficult to obtain accurate information. With the outbreak of hostilities and the rapid movement of forces and security considerations, it becomes even more difficult.

Telephones can bring information directly from soldiers in the theater of operations to the family living room. Rumors get passed on as fact. The FAC may want to set up a rumor control office or work with the Public Affairs Office (PAO), if one is operational nearby.

The community in crisis should be kept informed by its leaders as completely and rapidly as possible to minimize anxiety and uncertainty arising from rumors and half-truths.

One way is to designate a “trusted source” of official information at the FAC, a military person with the personality and understanding required to generate trust among family members.

The FAC staff must think ahead to decide what the families will need to know to deal with today's events and tomorrow's. When facts are not available, respond honestly that the information is not yet known or not yet released, and then explain why, if possible. Help the families keep faith in the system by responding sensitively to their requests and demands for more news.

Many 1-800 “hot line” numbers were set up during Desert Storm. In a similar situation, large volumes of calls can be expected and may cause delays.

Answers may not be available to many questions. Often, the most helpful thing the hot line staff can do is to listen with care and compassion. They cannot be expected by the FAC, the family clients, or themselves to do the impossible.

Responses to Task 5-G can run the gamut from stress prevention and treatment, rest, nutrition, and exercise, to the services of clinical mental health professionals.

Time does not allow a more thorough treatment of the stress issue beyond essential leadership responsibilities. These responsibilities include being alert for signs of stress, such as irritability, nervousness, or substance abuse, and removing the victim from contact with the clients until good health and attitude are restored.

Of course, the best manager will reduce stress by having enough staff for the job, by clever scheduling, by frequent displays of support and appreciation, and through leadership by example.

## **Conclusion**

*[As before, use the groups' flip chart work for your summation.]*

During this session, TF Eagle's workshop deployment suddenly changed to a national emergency. The Tecumseh FAC responded accordingly. Casualties, stress, rumor, misinformation—all are symptomatic of what Karl Von Clausewitz refers to as the “fog of war.” Cutting through that fog, friction, and confusion is a major leadership and management task, both on the battlefield itself and on the homefront.

# Family Assistance Center

## Reserve Component

### Task 6

(time 1 📄 hours)

#### Introduction

The TF Eagle scenario continues. The war is over.

Our task for this session is twofold: first, to help with the homecoming and reunion, and second, to record our successes and failures so that others may learn from our experiences.

#### Objectives

[Visual #9: *Objectives*]

Our objectives are:

- to understand FAC's role in troop homecoming and family reunion
- to organize our thoughts about how we set up and ran our FAC
- to learn how to evaluate and measure our effectiveness
- to decide how what we learned can be turned into actions designed to make the FAC more effective in future operations

#### Task 6

[Distribute *Scenario #6 and Task 6*]

Before you begin your group work to solve Task 6, let's talk for a moment about these two tasks.

The FAC's role in the homecoming and reunion of Army families should be characterized by assistance and support rather than leadership. Also, the FAC can be a focal point for the coordination of all the community groups and agencies who will want to show their appreciation.

Mental health and family life specialists can help in a counseling program to prepare the families for reunion, tactfully dispelling the fantasies that sometimes precede such an event.

In preparing your 5-minute briefing for General Castle, the USAR commander, and the STARC staff, keep in mind the questions raised in Task 6. This will help you clarify your remarks.

Remember, General Castle will hear many after-action briefings from many different sources.

You want him to remember the most important things you learned from your experience. You also want to propose solutions to problems you encountered so that he and his staff, or higher Army headquarters, can incorporate these solutions to be even more effective in the future.

In many ways, this final requirement is the most important of all. You will be providing your own summary of your learning experience. Every group will have an opportunity to present their after-action briefing. We will allow time for questions and discussion.

You have 45 minutes to work. At the end of that time, we will gather to hear your presentations.

*[Visit each group as they work. Do not allow them to spend too much time on the homecoming question.*

*They should be preparing their charts with key points.*

*Encourage the use of visual aids during the briefing. Remind them that the class will be taking notes.]*

Your briefings clearly show that you have come a long way in this workshop. If this were a real-world situation, we would say that we have arrived at a critical juncture.

You have learned a great deal and have shared many creative solutions.

In order for real-world or simulated exercises like this to have lasting impact, recommendations for improvement must be transformed into plans.

*[This is the summary of their learning experiences.]*

*[Group discussion (facilitator)]*

You can usually find plans for family support in annexes from mobilization planning documents at all headquarters, from Department of Army down to local installations and units. Here are some examples of such plans.

*[Hold up copies of local Mobilization Plans. Point out Family Support Annexes.]*

After hearing your briefings, General Castle may return to his staff and assign responsibility for solving the problems you encountered and were unable to solve; he may study what you learned with a view toward incorporating them into the appropriate planning documents.

You might be asked to participate in planning groups based on your firsthand experience. The point is that these important things you have learned should be useful in the future.

## **Conclusion**

During the last several hours, you have learned about FAC operations. You have studied the rationale for establishing FACs, and frequently referred to recent history for examples of how FACs have operated in the past.

You have learned that much of what a FAC looks like in operation will depend on the available people and resources, and the priorities of the local command.

You have learned how to situate and equip a FAC, and how to find and train both paid and volunteer staff members.

*[Sum up the workshop. Use previously displayed visuals, if desired, or use the groups' flip chart.]*

You have experienced working with crises and problems typical of military family separation during both workshop and hostilities.

You have provided your own summary of this learning experience. Perhaps the key lesson of the day is that the answers to tough questions lie in the creativity and experience of individuals who come together to work as a team. A FAC is nothing if it is not a team.

*[Distribute **Handout #8**]*

Thank you for your time, hard work, and attention.

# Family Assistance Centers

Why have a FAC?

Do you know the 5 essential services provided by FACs?

Would you like to know how to organize and operate a FAC?

This workshop will provide you with:

- take-home information
- practical applications
- opportunity to meet people with common interests

Join us at \_\_\_\_\_

For a workshop on \_\_\_\_\_

Date \_\_\_\_\_

For more information contact \_\_\_\_\_

See you there!



# **Family Assistance Center**

Reserve Component

**Operation R.E.A.D.Y.**  
Resources for Educating About Deployment and You



# Objectives

- ↳ to learn and discuss the reasons for operating FACs
- ↳ to understand the 5 essential services provided by FACs
- ↳ to review the key agencies involved in the support system



# Desert Storm

- ✎ 600 FACs were established
- ✎ 24-hour access and 1-800 numbers
- ✎ Provided information, assistance, and referral to millions of military family members



# Why a FAC?

- ✎ Information
- ✎ Crisis management
- ✎ Legal assistance
- ✎ Focal point for services
- ✎ Problem solving
- ✎ More . . .



# FAC Essential Services

✎ ID cards and DEERS

✎ CHAMPUS

✎ Financial

✎ Legal

✎ Information and Referral



# Objectives

- ↳ to select a location for the FAC
- ↳ to determine the FAC's specific and implied tasks and how they will be accomplished
- ↳ to propose operating schedules and staffing of the FAC



# Objectives

- ✎ to select a site, determine responsibilities, and set up a schedule for the FAC
- ✎ to arrange for appropriate staff training
- ✎ to determine communications requirements
- ✎ to deal with typical FAC problems during deployment



# Objectives

- ✍ to act quickly to serve a significant increase in clients
- ✍ to understand the FAC's role in casualty operations
- ✍ to manage misleading information and rumors
- ✍ to deal with stress among FAC staff



# Objectives

- ✎ to understand FAC's role in troop homecoming and family reunion
- ✎ to learn about setting up and operating a FAC
- ✎ to evaluate and measure the FAC's effectiveness
- ✎ to turn what we learned into more effective future operations



# Sources of Support and Assistance for Army Families

1. **Army Community Service (ACS):** ACS is the mainstay of soldiers, DoD civilians, and family members assistance for the Army on or near installations. It is staffed by volunteers and paid professionals. Among the services ACS provides are: 1) Financial counseling and assistance; 2) Services for special needs families; 3) Family advocacy services; 4) Relocation assistance; 5) Information, referral, and follow-up assistance; and 6) Family member employment assistance.
2. **Army National Guard and U.S. Army Reserve Family Program Coordinator Offices:** Although not staffed at ACS levels, these offices provide information and referral services on all of the listed services, both military and civilian, for the families of Reserve Component members who normally reside away from Army installations.

*Note:* The two agencies listed above operate during times of normal operations and during deployments. They are among the first places the Army family should turn for advice and assistance. If these agencies cannot provide direct assistance, they will refer the family to someone who can.

3. **Family Assistance Center (FAC):** FACs may be established on or off Army installations during periods of lengthy deployment. FACs provide assistance and information and referral on matters such as ID cards and DEERS, health care, legal matters, financial counseling and assistance, and family psychological support.
4. **Rear Detachment:** A military unit may create a Rear Detachment when it deploys for extended periods. This detachment is the primary point of contact for family members who have questions or who need assistance before and during separations.
5. **Family Support Group (FSG):** The FSG is organized to provide mutual support for a unit's family members. It is affiliated with a specific military unit, ARNG Armory, or USAR Center. The FSG forms the third component of the Army's family support system during deployment. It operates during periods of normal operations as well, in close coordination with the affiliated unit and, if convenient, with ACS or the Reserve Component Family Program Coordinator's office. The FSG also serves as an important source of inspiration, training, and support to empower Army families to increase and enhance their self-reliance.



# FAC Equipment Supply Checklist

- Desks
- Tables (work area to assemble packets)
- Handcart (to load boxes)
- Telephone with multiple lines on rotary sequence
- Telephone answering machine
- Typewriter
- Computer with modem and printer
- ID card camera, laminator, letter board, and letters
- Copier
- Government vehicle or access to one
- Filing cabinets
- Bookcases
- Chairs
- Rosters of mobilized units to include family information and copies of mobilization orders

## **SSSC Account**

Pens, paper, pencils, staplers and staples, staple removers, whiteout, paper clips, rubber bands, wide felt-tip markers, envelopes, tape, scissors, copy paper, rulers, binders, etc.



# FAC Stations

## General Equipment Setup Instructions

### 1. General Areas

Intake Reception Area	Waiting Area
<p>Answer phones and greet visitors</p> <ul style="list-style-type: none"> <li>↳ Maintain a record-log of all calls and visitors</li> <li>↳ Direct calls and visitors to appropriate station</li> <li>↳ Enter data into data base</li> </ul>	<ul style="list-style-type: none"> <li>↳ Adult area</li> <li>↳ Children’s area</li> <li>↳ Break area with refreshments</li> <li>↳ Private waiting area with a cot (for sick or serious problems)</li> </ul>

### 2. ID Cards and DEERS Input

- ↳ Table and chairs with letter boards
- ↳ Camera setup and chair
- ↳ Table and chairs for completing DD Form 1172
- ↳ Typewriter and table for typing and laminating ID card
- ↳ Computer for entry into DEERS

### 3. CHAMPUS

- ↳ Desk and chairs
- ↳ Booklets and forms

### 4. Financial

- ↳ Desks and chairs
- ↳ Private area
- ↳ Red Cross personnel

### 5. Legal

- ↳ Desk and chairs
- ↳ Private area
- ↳ Legal references

### 6. Community Referral

- ↳ Desk and chairs
- ↳ Phone and private area

☞ Phone and computer

# HFAC Volunteer Data Form

Name \_\_\_\_\_ FAC Center(s): \_\_\_\_\_

Address \_\_\_\_\_

Phone (H) \_\_\_\_\_ (W) \_\_\_\_\_

## When are you available to help at the FAC?

- Daytime                      → Evening                      → Late night                      → Overnight
- Monday                      → Tuesday                      → Wednesday                      → Thursday
- Friday                      → Saturday                      → Sunday

## What would you like to do at the FAC?

- Answer phones, talk to distressed families
- Help families with CHAMPUS questions and complete claim forms
- Reception and receiving, direct questions and problems to the right area
- Child care center, children's activities
- Clerical or secretarial
- Referral to outside agencies, find someone who can help
- Listening to families in crisis, comfort them
- Help make ID cards (will be trained to do this)
- Operate computer
- Provide refreshments, or find providers
- Provide or find transportation
- Act as translator
- Supervise, schedule, and find volunteers
- Community outreach, contact organizations or professionals to help
- Public speaking to groups about the FAC
- Run errands
- Public relations (press packet will be available to you)

→ Wherever needed

Anything you would not like to do?

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Anything that might limit your volunteer work?

- Need child care                      → Transportation                      → Other

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Any special skills you might offer to families?

- Auto mechanics
- Home maintenance
- Counseling
- Nurse
- Lawyer
- Finances or Budgeting
- Good with children
- Farming
- Other

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Privacy Act of 1974: To Be Used For Official Use Only.

Authority: Title 10, Section 3013 and Title 3, Section 301 USC.

Purpose: Information provided will be used to collect information on volunteers for FAC. It will not be used for any commercial purposes. Information provided is strictly voluntary.

# FAC Client Intake Record

Spouse or Caller Data	Service Member Data
Name:	Name:
Address:	Rank:
	SSN:
Phone:	Unit:

Problem:

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Action Taken:

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Follow-up Required \_\_\_\_\_ Yes \_\_\_\_\_ No

If yes, to whom, and why? \_\_\_\_\_

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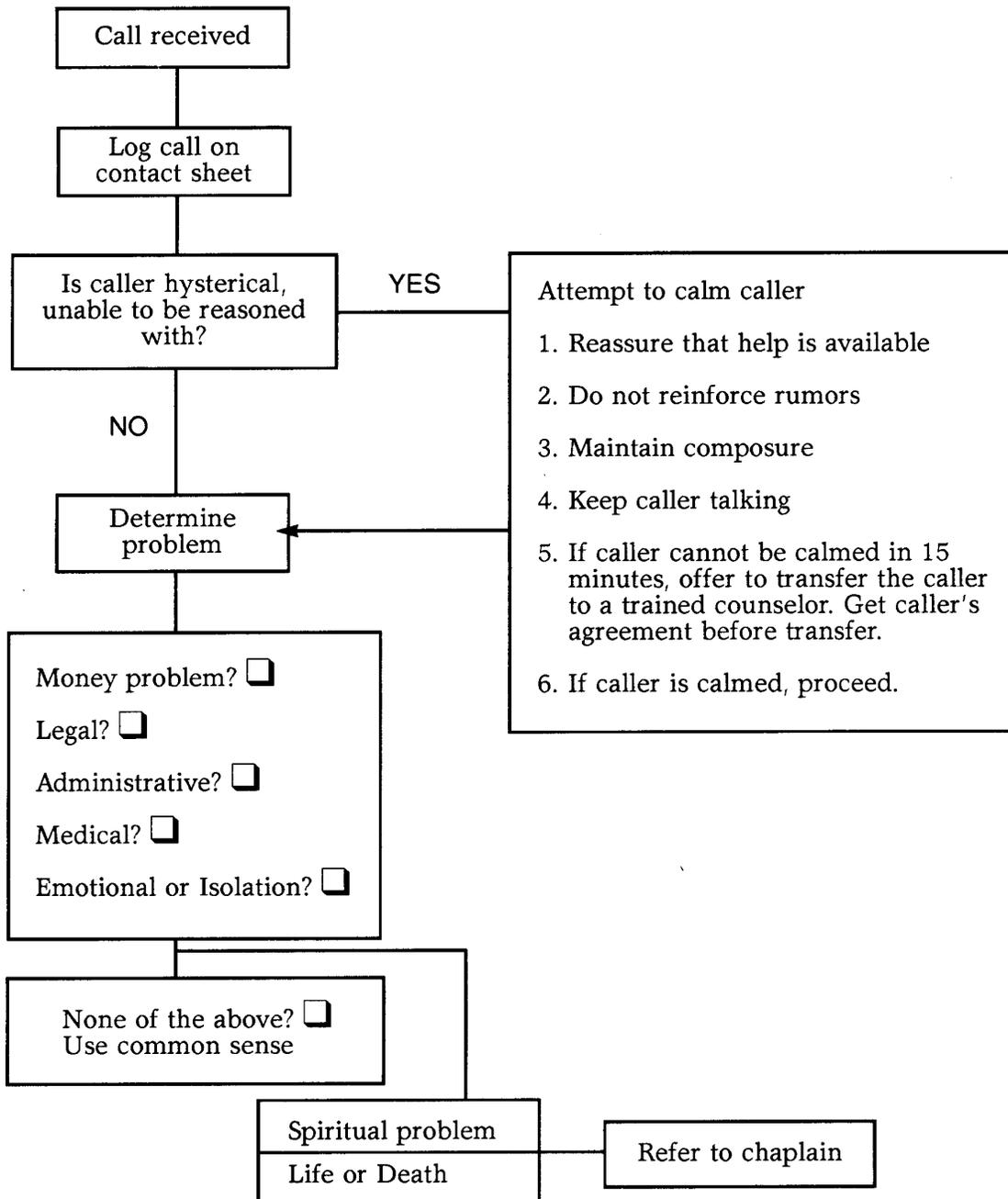
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## Flow Chart for Helping Distressed Spouses



*Key Point to Remember:* Treat the caller as you would want your wife, mother, girlfriend, father, or other relative to be treated.





# Workshop Evaluation\*

1. Did you understand the objectives of this workshop?  Yes  No

2. Do you think these objectives were met?  Yes  No

3. If you answered **No** to either 1 or 2, please explain your answer below:

4. Circle the word which best describes the effectiveness of this workshop:

Inadequate      Marginally Effective      Effective      Very Effective      Outstanding

5. Based on your above response, what are your suggestions for improving this workshop?

6. How did you benefit from this workshop?

7. Did this workshop meet the needs of the participants?  Yes  No

8. Circle the word which best describes the facilitator's presentation:

Inadequate      Marginally Effective      Effective      Very Effective      Outstanding

9. Please share your comments about the facilitator's presentations?

10. If you were the next facilitator to lead this workshop, how would you improve it?

*\*Use the back of this sheet to continue your responses, if necessary.*

# Family Assistance Center

## Reserve Component

### Scenario

#### General

The participants are seated at round tables of 6–8 people, with enough space for each group to work independently.

By acting on the information presented in the scenarios, the participants will learn to organize and operate a FAC.

#### TF Eagle Scenario

##### Background

The date is 15 July. Fort Roger Young literally bustles with activity these days, in sharp contrast to the calm and quiet of the Southeastern Black Belt, a region named for the color of its rich soil. The oppressive heat and humidity of midsummer are stifling.

Soldiers sweat profusely as they shoulder huge rucksacks and weapons. The soldiers here train hard, and so do their commanders. Both know that the sweat lost here will save blood later. Several learned that lesson in Iraq in 1991.

Ft. Young is home to the 33d Infantry Brigade (Separate) and portions of the Corps Support Command, known here respectively as the 33 Bde and the COSCOM. The post and the brigade are commanded by Brigadier General Steel, a soldier's soldier, well named and known for his tough, but fair, leadership style. He can be fierce, but his popularity is high because the troops know that General Steel also has heart. He cares about the soldiers under his command, and he cares about their families. He is a widower.

Fort Young is located in Smith's Landing, a small "Army town" of about 25,000. The town's livelihood is tied to Ft. Young. The small businesses near the gate cater to soldiers and their families. Several hundred service members and their families live in town. The local Kiwanis Club offers an opportunity to meet with the town's business leaders. The town and the post have traditionally been close in word and deed. They get along well, particularly since General Steel's arrival. His popularity extends well into the staunchly patriotic Smith's Landing community.

The state capital, Tecumseh, is 100 miles southwest of Ft. Young. It is a typical Southern city of approximately 600,000. Its hopes for a much-needed economic rebirth are tied to the two-year-old automobile manufacturing

plant and some adventurous software developers. The textile industry, so long the staple of Tecumseh's economy, has fallen on lean times in recent years. The state government in Tecumseh is proud of the several military installations in the state. What is more important, they provide jobs. Up to now, none of these bases have been scheduled for closure.

## Situation

The Third Battalion of the 33d Infantry (3/33 Inf) has been alerted for a major training deployment in Backkesh, a small sheikdom located on the Persian Gulf. Backkesh has aligned itself with the United States, Great Britain, and the other Western Allies. Although Backkesh allows no foreign bases in its country, it does permit, and indeed encourages, the United States and its allies to train there.

The 3/33 Inf, as a part of Task Force (TF) Eagle, is conducting the third such training exercise in the last 18 months. Although TF Eagle will be fully armed and equipped to fight in case of unforeseen hostilities, no trouble is expected. The deployment is scheduled to last 6 months. TF Eagle has been given a departure date of 15 August. That date is considered For Official Use Only for now, and is being called D-Day.

## Organization

TF Eagle is organized as follows:

The names of the key commanders and personnel are identified. All of TF Eagle will deploy to Backkesh, except the Rear Detachment personnel.

HQ 3/33 Inf and TF Eagle	LTC Strong, Commander (CDR) CSM Wiley, Command Sergeant Major
Company A (Co A) Co B Co C Combat Support Company (CSC)	CPT Smart, CDR
Btry C, 88th Field Artillery Battalion (C/88 FA)	
4th Engineer Detachment (Water Purification) USAR (4th Engr Det) Tecumseh	LT Ready, CDR
123 Supply and Service Company (Laundry and Baking) ARNG (123 S and S Co) Tecumseh	CPT Skills, CDR
Rear Detachment Commander (RDC) Rear Detachment NCOIC	MAJ Knowing SFC Lock

## 1 August

As the troops of TF Eagle make final preparations for their airlift to Backkesh, the installation's plans for such deployment have begun. These plans include support for the families of the soldiers to be deployed. A Family

Assistance Center (FAC) is to be established in case of full or partial mobilization. General Steel, however, has the authority to open a FAC for a training deployment, such as TF Eagle.

General Steel, a veteran of Vietnam and Desert Storm, knows that an Army fights like it trains. This morning he directed that a FAC be established to support TF Eagle families, and has asked his Director of Army Community Service (ACS), Ms. Wholesome, GS-11, to operate the FAC during the entire period that the TF will be gone and to continue it through the homecoming and reunion activities. To instill a sense of urgency and realism, General Steel has just announced his decision and his order, causing the FAC to be opened immediately.

The Brigade Standing Operating Procedures (SOP) require that a Rear Detachment be set up using internal resources whenever a company or higher unit departs for training lasting one week or more.

The Brigade Civil Affairs officer (S-5), MAJ Knowing, has been appointed as Rear Detachment Commander (RDC). MAJ Knowing had expected to be attached to the TF; however, his wife is very ill, perhaps terminally, and General Steel has decided that he can best serve the TF from Ft. Young.

An NCO from Company C, SFC Lock, who is recovering from a parachuting accident, will serve as the rear detachment NCOIC. MAJ Knowing and SFC Lock have begun their duties, having received their orders upon public announcement of the TF Eagle deployment on July 15.

Upon his arrival in the Brigade, General Steel was pleased to find a Family Support Group (FSG) program in place, although some groups were more effective than others. Although the Brigade did not deploy as a unit to take part in Desert Storm, several of its officers and NCO leaders did take part as individuals.

Led by CSM Wiley, a veteran of that experience, the soldiers and families of the 3/33 Infantry were able to sustain their FSGs, although some soldiers and family members felt the need for such a program had vanished in the aftermath of the war. A dedicated core of wives held it together, and a viable FSG structure was in place at the battalion level with representation from each company involved.

The FSG Chairperson, Kay Dedication, was elected by the membership six months ago. She and her staff have held monthly meetings, done small fund raisers, sponsored an Organization Day picnic and published a newsletter every two months. Ms. Dedication is the spouse of the Reconnaissance Platoon Sergeant.

Both MAJ Knowing and Ms. Dedication are concerned about the welfare of the families left behind in the Ft. Young area. They have discussed how they might cooperate to meet these families' needs. Neither was aware that General Steel would exercise his option to establish a FAC. They were notified of his decision at the staff meeting this morning.

## **Task 1**

### **General**

Participants will solve these problems in small groups of 6–8 people. They will record their solutions on flip charts and give a briefing of the results of their work to the whole class.

### **Requirement**





## Late Afternoon, 1 August

The potential players in the upcoming operation of the FAC are assembled in the Brigade conference room brainstorming their mission and implied tasks. General Steel strides into the room, hot and wet with perspiration from a day's forced march with an infantry company. He takes a seat to listen to what is being discussed.

After hearing a discussion much like that of the last hour, he issues some pertinent guidance: "You are all experts and you all have roles to play in the TF Eagle deployment. What you do every day to support our soldiers and their families is vitally important to readiness and keeping good Army families in the Army. Now I want you to use those skills and your individual creativity to take care of those folks while they are separated."

He goes on to say: "I have in mind three possible places to put the FAC. You know what has to be done. Give me your recommendation about which you prefer, and I'll make sure you get it. Money is tight, but I think I can break loose a few dollars to help you get organized." The sites offered by General Steel are:

1. An old vehicle maintenance facility located about 5 miles from main post in an area of warehouses belonging to the Post Engineer. It consists of a large room or bay, and three "offices" on one end. There is a large bathroom, with two showers, that could be divided into male and female facilities, with a little help from the Post Engineer. Parking is adequate, and telephone and power lines already crisscross the area.
2. The building that currently houses the headquarters of 3/33 Infantry. There are plenty of existing facilities for separate offices, bathrooms, and a kitchen, and power and telephones are already in place. Some computer equipment is available and could be transferred to the FAC staff for the deployment period. This building is in the middle of troop barracks and similar headquarters buildings. Parking is available.
3. The three buildings that are currently used for the ACS Office, Youth Activities Center, and the Craft Shop. Parking, comfort facilities, power, and telephones are already in place. Adequate office space, though cramped, could be rearranged.

General Steel continues: "The good folks in Smith's Landing know there's a deployment afoot. They want to help. The Red Cross is willing, as are the Kiwanis, and American Legion, and VFW. The United Way can help. But you already know that. I just want you to know that I know . . . and I expect you to use all these resources creatively, effectively, and legally. Questions about legality can always be directed to our Staff Judge Advocate, MAJ Beagle."

"Further, I want you to choose your staff carefully. I can't pull out combat troops to help you. Much of what you do must be done with much imagination. Just remember, this Army family is larger than we sometimes think, and they are usually just ready to be asked to help."

"Before I go back out to the range, I want another very important thing. TF Eagle is a Total Army exercise. Don't forget the Guard and Reserve members of TF Eagle. They're giving up a lot in terms of professional and personal convenience to go with us to Backkesh. Many will take a reduction in take-home pay just to be part of



**3 August**

The ARNG and USAR commanders have decided to take their own measures to assist and support their TF Eagle families. They have agreed to keep in close contact with the FAC at Ft. Young.

**Background**

Deployments for training are not unusual for the 123 S and S Co (ARNG). The unit has trained in Europe, Korea, and several places stateside during the last few years. The company is fortunate to have a very experienced core of NCO leadership, most of whom have been in the Guard and the 123 S and S for at least 10 years. The officers are trained logisticians, and spending a few years with the company is considered good training and preparation for future responsibility in the Guard.

The State Adjutant General, Major General Castle, himself an engineer and logistician, spent his first years in the Guard in the 123. He frequently makes visits to the unit to consult and socialize with the NCOs with whom he served many years ago. General Castle has been TAG since 1990. One of his first initiatives was to get the state family program off the ground.

He fired the old State Family Program Coordinator and hired CPT Quick into that civilian position. Her drill-status job is in the Postmobilization Staff of the State Area Command (STARC). In contrast to his predecessor, General Castle cares about soldiers and their families. He and General Steel from Ft. Young have been respectfully referred to as “two peas in a pod.”

The 123 has a tradition of togetherness that has included families years before the Army or the Guard ever gave more than a passing thought to family support. Forming a FSG a couple of years ago was easy for the 123. Everyone knew each other. It was a matter of formalizing and recognizing what had unofficially gone on for years. CPT Skills, the 123 commander, has endorsed and supported the FSG. CPT Skills cares and it shows.

The FSG, which calls itself the “Soap and Soda Club,” a not-so-subtle reference to the company mission, is led by Linda Allbright. Her husband, a staff sergeant, is in the baking section. Together, they manage their own local neighborhood bakery in Tecumseh. Like many Guard families, they took a substantial reduction in pay when Sergeant Allbright was called up as an individual replacement for the Desert Storm operation in 1991. Ms. Allbright is popular and competent. She has been Chairperson since the group formed in 1990.

Over at the Reserve Center, LT Ready, commander of the 4th Engr Det (USAR) is struggling to get his 50-person detachment prepared for its first major training exercise since its organization a little over a year ago. The detachment was formed after Desert Storm to fill a vacuum in force structure. The troops have been certified competent on their assigned equipment, the latest in design.

Most of the detachment is quite young in age, grade, and experience; however, the senior NCO, Master Sergeant (MSG) Clear, is seasoned in both the skills of leadership and in the technical side of the mission. MSG Clear and LT Ready make up a good team—Clear, the grizzled, 30-year veteran of Vietnam and the Desert Storm, and the 21-year old Ready, with lots of energy and technical knowledge, but little experience.

The USAR organization in Tecumseh is typical of the nationwide USAR in terms of family program development. Unfunded and unstaffed until 1991, the commanders and family member volunteers of

Tecumseh's USAR units had to make up family programs as they went along. Much to their credit, some very fine local programs were developed. Just last month, a Family Program Coordinator was hired at the Headquarters. The new Coordinator's name is LT Builder. She is a civilian employee. Her drill-status job is Public Affairs Detachment Commander. Things are finally looking up for the USAR's family program in Tecumseh.

There has been no FSG organized in the 4th Engr Det. LT Ready and MSG Clear have had their hands full getting through their organization and new equipment training, not to mention the individual training required for all the soldiers. Recently, Ms. Clear got some of the wives together and formed a support group called "Go Go H2O." Now that the wives are comfortable with each other, they have petitioned LT Ready for an FSG Charter, so that they might be official, have access to unit support, and be able to support one another better during the 6-month deployment of their soldier spouses with TF Eagle.

### **3 June**

During a fishing trip to General Castle's farm, Generals Steel and Castle discussed the upcoming exercise involving TF Eagle. Both decided to test their family assistance and support systems. Many of the key players are new. They need to be stretched to their limits and given opportunities to create, innovate, learn, and make mistakes. General Castle will get his old friend, the USAR commander, to go along. The plot was hatched and the agreement was sealed over catfish, hush puppies, and cold beer that night on General Castle's patio.

### **15 June**

General Steel called a closed-door meeting with the ARNG Chief of Staff and CPT Quick. This was his guidance: "I want to exercise our family program when the 123 S and S Co goes off on this thing to Backkesh in August. I want you to be ready to set up a suitable FAC to help our families during that period. I expect you to exercise good judgment, be economical with resources, and don't waste any of our people's time.

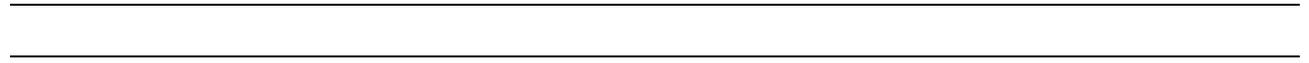
We will keep this close-hold until the STARC Exercise during the 1-2 August drill. Chief, I want you to go over to the USAR and come up with plans or an appropriate agreement so we can cooperate on this thing. They have a new coordinator, and one of their detachments is going with Eagle. Don't worry about turf. I've talked to the commander. They're expecting you. Come see me if you need my help. And keep this quiet. I like to surprise people."

### **Task 3**

#### **General**

Working within the small groups established earlier, the participants will continue to solve the challenges raised by the Scenario. Group members adopt the following new roles: CPT Quick, LT Builder, Ms. Allbright, Ms. Clear, CPT Skills, LT Ready, SFC Lucky, and SSG Answers (SFC Lucky has been appointed Rear Detachment Point of Contact [POC] for the USAR, and SSG Answers has the same function for the Guard). Also in the group is Ms. Barton, the state American Red Cross (ARC) representative designated as liaison to the FAC during this exercise.







## 12 August

General Castle has heard your briefing and acted on your recommendations. The FAC is open and operational from 0800 to 2000 on weekdays, and from 1200 to 1800 on weekends. Due to further guidance from General Castle and much publicity, Guard members and families from throughout the Tecumseh area are taking the opportunity to update ID cards, DEERS entries, etc.

## 25 August

TF Eagle has been gone for 10 days. The FAC has received and trained its full complement of staff. Procedures are being refined and records are being kept of support rendered to families separated from their loved ones in Backkesh. The FAC, FSG, and Unit Rear Detachment POCs are working closely to meet all the needs that have surfaced.

The three have formed a TF Eagle Family Assistance Management Team, consisting of the FAC Chief, the USAR and ARNG POCs, and the FSG Chairpersons. The team will study ways to do their jobs better. Working with community social service agencies has been challenging, but the whole effort has resulted in a coalition focused on serving the needs of the TF Eagle families.

The Team is conducting a meeting over at LT Builder's office. Many of the requests for assistance have come to the attention of the FAC through the FSGs. Ms. Clear is talking about some of the situations she is encountering:

- A. "A young PFC's wife is troubled because her landlord is threatening to evict her from their mobile home. It seems the landlord raised the rent last month, the soldier disputed it, and they are feuding. The wife is only 17, and is threatening to leave and go home to her mother; however, she is eight months pregnant. This is getting out of hand, and I'm afraid she'll do something stupid. She is talking to me several times a day. I'm at my wits end. Any ideas?"
- B. "One of our young soldiers is a City Councilman. He only does the Reserve thing for the travel and adventure, I guess. He chairs a committee on housing and they have an important hearing next week. The mayor is screaming for him to get back here to control the opposition group that's raising such a ruckus right now. It seems a halfway house is asking for a permit to set up shop in a house bequeathed to them in a will for that purpose. It's practically in the mayor's mother-in-law's backyard. This is beyond me. His mother keeps calling me thinking I can bring him home. She thinks he's sacrificing his political future. Another one too big for me."  
Ms. Allbright adds to the challenges:
- C. "One of our ladies brought this one to my attention last night. A young Sergeant has been caring for his ten-year-old brother for the last few months. He and the child have lived alone apparently, but no one seems to know much about the situation. He met some other kids his age at the playground. He brags that he doesn't have to start school next week, and that he's just hanging out until his brother comes back. The other children are somewhat jealous of his independence. They say he has some pretty bad bruises, that he says he fell down the other day. Can we check to see if the Sergeant has made any arrangements for looking after this child?"





## **26 August**

The morning headlines brought shocks to the world that reached right into the heart of Tecumseh: **“Mideast Erupts in War Flames . . . Surprise Attack by Scud Missiles Heavily Damages Cities throughout the Arabian Peninsula . . . Hundreds Dead . . . Jihad, ‘Holy War’ Declared . . . UN Security Council in Emergency Meeting”**

## **27 August**

**“UN Throws Support behind Gulf Allies . . . U.S. Warplanes and Carrier Battle Groups See Action in Skies and Waters of the Persian Gulf and Arabian Sea . . . Congress Approves President’s Request for Declaration of War . . . Troops and Tanks Get Ready for Quick Move to Region”**

## **28 August, 1000**

General Castle to his staff and commanders of the Air and Army National Guard (CPT Quick in attendance):

“As you know, Washington has ordered a partial mobilization of 200,000 personnel to cope with the emergency in the Persian Gulf. Several of your units have been alerted for movement. Others will be called soon. The 33d Infantry Brigade at Ft. Young is packing up as we speak. Several USAR units have been alerted here in Tecumseh and throughout the state. Also, the Naval Reserve and Air Force Reserve have units and individuals designated to move in the next few weeks. I don’t have to remind you that in many ways it is easier to deal with a full mobilization than a partial one, such as this.

“All of you, in your respective areas of responsibility, must be innovative, creative, dedicated, as well as economically efficient in managing this major event. Get to work. The personnel offices will work with you to get the staff you need to do your jobs well. If you need help from me, ask. Don’t sit on a question. We went through something like this in 1991. Let’s be smart and not ‘reinvent the wheel.’ Last but not least, don’t neglect our families. In many ways, all of this is worse for them than for us. If this works out like it did in 1991, we’ll be helping all the military families around here before long. Plan for it.”

**28 August, 1300**

CPT Quick is holding an emergency planning meeting in her office. All the major players in the family support system are there, including FSG leaders, and unit POCs. A staff officer enters the room and sits down. He looks excited. "I have important news. TF Eagle has suffered casualties. There are dead and wounded. I don't have specifics, but I have been told to coordinate the casualty notification and assistance plan in case any of our people are among those hurt. What can I expect from you folks in this area?"

A retiree manning the phone bank pipes up, "We just got a call from a 123 soldier with TF Eagle. He's using his telephone credit card from somewhere in the desert. He says he's had no food for two days, and there's no fuel for his truck. He's hearing explosions all around him and the Armed Forces radio suddenly went off the air. He wants us to wish his wife a Happy Birthday. Seems he just called home but some man answered the phone. He's pretty upset."

A haggard-looking, obviously tired and troubled family-member volunteer, hard at work on the telephones since 0600, jumps up from her chair screaming, "I can't take it anymore. You can't ask me to do it anymore. There aren't enough people helping on the phones. We never get a break, even for meals. Either get us some more help here or count me out. I need to be home with my kids anyway. What if my guy is hurt, or dead? Oh, I just can't stand it anymore!"

On the way out of the room in tears, she turns and faces the group, "And if I do decide to come back, you better be sure the 'Colonel's Wife' is nowhere to be seen. We're all sick of her. Either get rid of her, or you'll lose more than just me. Goodbye!" The door slams, and she is gone.

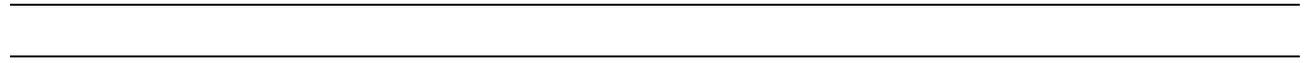
**Task 5**

**Requirement**

Continuing in small groups with role playing to resolve problems associated with the latest developments in the situation. You may be asked to brief the other participants on your solutions.

- A. Faced with imminent and drastic increase in customer demand on the FAC, you may have to find another, more suitable location. What are the features you need in a facility that must handle such a work load?
- B. What about communications requirements?
- C. What are the staffing considerations?
- D. How can you expect your workload to change in the content and effort required in light of the new situation?
- E. How does the Army casualty notification system work? What is the proper role of the FAC? The FSG?





**22 February**

Desert Storm ended with an allied victory and cease–fire in mid-January. The troops have begun to return home, some individually, most in units. All of Tecumseh’s Reservists from all services are expected to be home by 1 April. The families are relieved to know that it’s over, and that they and the city of Tecumseh want to welcome them royally. Three of Tecumseh’s sons and two of its daughters died in a missile attack on an Air Guard communications installation in the desert. Several of the town’s residents have family serving in the active components in the Gulf. Seven of those are known to have been wounded, and one is thought to be a POW.

General Castle has taken a genuine interest in the Tecumseh FAC, as well as the other 5 FACs set up throughout the state to handle thousands of demands for support and assistance from military families. He has directed that the lessons learned during the war not be lost. He wants them recorded in detail and submitted in the form of an after-action report.

**Task 6**

**Requirement**

Solve the following. Be prepared to brief the other participants on the solutions to A. You will present General Castle, the USAR commander and the STARC staff with a 5-minute, after-action report on the rest of the requirements.

- A. What can the FAC do to facilitate the troop homecoming?
- B. What are the things you want General Castle to know about the way you operated your FAC?
- C. How did you evaluate FAC effectiveness? (How do you know you did a good job?)
- D. What can be done now, and in the next few months, to make the FAC even more effective in the event of future requirements?

**Notes:**

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# **Family Assistance Center**

## **Video Discussion Guide**

### **Operation R.E.A.D.Y.**

**Resources for Educating About Deployment and You**



# **“FAMILY ASSISTANCE CENTER” VIDEO DESIRED LEARNING OBJECTIVES**

**PURPOSE:** To provide an overview of the Family Assistance Center (FAC) and to communicate its importance and provide a visual experience of how a working FAC operates. The video should be shown with the Operation R.E.A.D.Y. FAC Training Module or it can be shown alone during a session on how to organize and operate an effective and efficient Family Assistance Center.

**AUDIENCE:** The primary audience for this video program is uniformed and civilian personnel, both paid staff and volunteer family members, who can be expected to set up and run a FAC in the event of a deployment, as directed by the commander. Other groups who may have an interest in this video are commanders and staff members of military units affected by deployment, individual soldiers and their families, and military and civilian service organizations who provide similar services to military families.

It is expected that the primary audience will have a working knowledge of the Total Army Family Program, as well as the major roles played by the participants that comprise the FAC. They will possess general knowledge of the Army mobilization or deployment process, the challenges each presents to the Army family, and how those challenges are mitigated by a combination of Army and community support systems.

The audience will come to the training session with a mixture of attitudes toward the concept of a Family Assistance Center. Members with prior experience of working FACs are likely to have a positive attitude that will be reinforced by the video. However, there will be audience members without previous positive experience who may be skeptical about the benefits and importance of FACs to family members and the Army. It is this audience the video is intended to convince in order to create an optimum environment for the remainder of the training.

**THEME:** The Family Assistance Center is a way to centralize family assistance services that has been proven effective and beneficial by the Army National Guard and Army Reserve during Operation Desert Shield/Storm.

**COGNITIVE OBJECTIVES:** After viewing this video, the audience will *know* . . .

- ☞ what a Family Assistance Center is and how it differs from ACS and other normal duty family assistance operations.
- ☞ that some 600 FACs were activated during Operation Desert Shield/Storm with positive results.
- ☞ the desirability of translating those positive results into an Army-wide experience.
- ☞ how FACs interact with Family Support Groups, Rear Detachments, and other military and civilian community service and support agencies to provide an effective family support system.
- ☞ the basic services a FAC provides.
- ☞ the benefits of FACs to families, soldiers, command, installations and the Army.

**AFFECTIVE OBJECTIVES:** After viewing this video, the audience will *feel* . . .

- ☞ impressed with the success enjoyed by FACs activated by the Army National Guard and Army Reserve during Operation Desert Shield/Storm.
- ☞ convinced of the benefits FACs provide to families, soldiers, command, installations and the Army.

**LENGTH:** 17 minutes

## EVALUATION SHEET

### "Family Assistance Center" Video

Now that you have finished viewing the video program, "Family Assistance Center," please take a few minutes to give us your feedback. If you need more space, you may write on the back of this sheet.

1. Overall, this video program was: CHECK ONE

- Very Useful
- Somewhat Useful
- Not Very Helpful
- Not At All Helpful

Comments:

2. Please check any of the following topics that you learned something about during this video program. CHECK ALL THAT APPLY.

- What a Family Assistance Center is
- The basic services a FAC provides
- The benefits of a FAC
- How FACs interact with FSGs, RDCs and other military and civilian agencies
- How a FAC differs from ACS

Comments:

3. How realistic was the video? CHECK ONE

- Very Realistic
- Somewhat Realistic
- Not At All Realistic

Comments:

4. Overall, what did you think of the video?
5. What suggestions do you have for improving this session?
6. Any other comments?

**Thank you. Please leave the completed form in the place designated by the group leader.**



## **"THE FAMILY ASSISTANCE CENTER" VIDEO SCRIPT**

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The video opens in a large empty National Guard Armory, deserted and devoid of furniture. We hear footsteps off-camera growing louder. Captain Quick, the acting State Family Program Coordinator and member of the Postmobilization Staff of the State Area Command (STARAC), enters the frame.

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**CAPTAIN QUICK:** *See this room? Today it's just a large, empty space. But in a few days, it'll look considerably smaller. That's because it'll be crowded with desks, file cabinets, telephones... and people. Lots of people. Some of them will come here for help. Others will be here to provide it.*

*You see, in a few days, our National Guard unit will participate in a major DOD exercise. And this space will become...*

*A Family Assistance Center.*

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We fade to black and come up on the same Armory transformed into a very busy area, divided into cubicles with telephones, file cabinets, and people.

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**CAPTAIN QUICK:** *What is a Family Assistance Center, or "FAC?" Well, the name says it all. It is a central point for providing services to family members during a mobilization or deployment, or whenever the commander orders.*

*The key word here is "central". For those of us in one of the Reserve Components, family support is provided through the National Guard State Family Program and the Army Reserve Major Command Offices. But if you're on active duty, or when your unit is mobilized, the Army provides a full range of services to families through Army Community Service, the JAG, the Chaplain, and the Finance Office, to name a few. What is different about a Family Assistance Center is that all of these services are brought together under one roof. This makes it easier for families to get the assistance they need at the time they are likely to need it the most. And it makes it easier for us to provide those services.*

*Now, the Family Assistance Center is not a new concept. It's been a part of Army mobilization planning for over ten years. But it really wasn't tested until the Persian Gulf crisis. Operation Desert Shield and Desert Storm saw the activation of over six hundred Active and Reserve Component FACs, most of them by the National Guard. The results were very impressive.*

*These FACs provided services to millions of military family members who could get information or assistance by calling an "800" number-- often 24-hours-a-day--or by visiting in person. The FACs issued hundreds of ID cards, helped tens of thousands of family members resolve legal and financial problems, and referred thousands of additional cases to outside agencies. They became a focal point for information for family members. And they helped hundreds of Family Support Groups to accomplish their mission.*

*When it came time to review the results, family and staff members alike rated the concept and performance of the Family Assistance Centers as overwhelmingly positive.*

*In a way, that's why we're here today. My commander General Castle, was so impressed with the results from the Desert Storm experience that he decided to activate this FAC during our unit's training exercise. Now FACs aren't usually activated during something as routine as a training exercise, although they can be. Commanders are more likely to activate a FAC when there is a large mobilization—for instance, when there's a war or other national, state, or local emergency, like an earthquake or hurricane—whenever it appears that there will be a need for centralized services.*

*Here at the one-twenty-third, General Castle wanted to test our family assistance and support system before an emergency arose, so here we are, up and running!*

*Structurally, the Family Assistance Center is one of three components making up the family support system. The Rear Detachments, if available, and Family Support Groups are the other two, and they work together to disseminate official and social information, and to solve problems.*

*Of course, there are other groups and agencies who also provide family support, both within and outside the military: ACS for the active Army; the Red Cross; the Veteran's Administration; and local civic organizations, for example. It is the Family Assistance Center that provides a link between the family support system and the other support organizations. It is a focal point for everyone who provides support and for those who need it.*

*I'd like to take you on a tour of our Family Assistance Center. But first, you need to know that not all FACs operate exactly the same way, in the same type of space or with exactly the same staff members. To be successful, a FAC must be tailored to the facility and families it serves, and use the space and resources available to it. There's no "One FAC Fits All" formula, only a staffing model published by the Department of the Army. With that in mind, let me show you what we're doing.*

*One of the first concerns for military family members is making sure that an dependents have ID cards and are enrolled in DEERS. These two items provide access to all the other services.*

*In the active component, all family members should already be enrolled in DEERS, and everyone over the age of 10 should already have their ID cards. But the National Guard and Reserves are another matter.*

*Reserve component family members should already have these limited privilege pink ID cards. The pink ID card, along with a copy of the activation orders when the unit is mobilized, authorize our family members access to all dependent entitlements and benefits.*

*If our soldiers go on extended active duty, we will issue family members the new, full privilege, brown ID cards. And while they should already be pre-enrolled in DEERS, many may not be. Either way, their enrollment will need to be activated to ensure families receive the benefits they will be entitled to.*

*So this office gets plenty of traffic. It's our "one stop center" for ID cards and DEERS enrollment.*

*Many of our family members don't live near an installation, so military medical services may not be readily available to them when their unit is activated. In that case, they will qualify for and probably use CHAMPUS. Here we have a separate section to give them information about CHAMPUS, help them fill out the forms, explain the coverage, and sort through any CHAMPUS-related problems they may have.*

**STAFF MEMBER:** ...so after you fill out the rest of this form, bring it back to me and I'll take care of the rest.

**CAPTAIN QUICK:** ID cards... DEERS... CHAMPUS. So far, most of the support we've seen FAC personnel provide has been pretty routine. But a lot of what our dedicated staff provides is anything but routine...

*Like some of the situations our financial advisors handle on a daily basis. For instance, here's one young mother who doesn't have the money to buy baby formula. When her husband left, they had a substantial loss of income. It didn't take long for his wife to run out of money. But we'll find a way to help her out. We also track down problems with pay, misdirected LES's, allotments... we can even help a family work out a new budget.*

*Our legal office is no stranger to sticky problems either. Right now this staff member is trying to solve a problem between a PFC's wife and their landlord. He raised the rent last month, the soldier disputed it, and then got sent on the training exercise. Now the landlord is threatening to evict the family.*

*That's pretty typical of the kinds of legal problems that get referred to this office... although we do handle routine business here as well, like wills and powers-of-attorney, the same kinds of services a family member would get at the JAG.*

*Then there are the problems that are beyond the scope of our services. They take the skills and expertise of other professionals or agencies to solve, especially those problems of a personal nature. Our referral office usually handles those cases. Here, we can dig to find out exactly what the problem is, and make referrals to the appropriate people—like the Chaplain, the American Red Cross, Family Advocacy, Inspector General, the Provost Marshal, or Alcohol and Drug Referral. There are numerous agencies to which we can refer family members.*

*This staff member is working on a possible child abuse case. It seems a young sergeant has been taking care of his little brother the last few months. But, the sergeant is gone and it looks like the child has been left to fend for himself. Plus, he has some pretty suspicious bruises. We'll report it to the appropriate authorities and make the proper referrals.*

*Of course, not all problems fall neatly and cleanly into "financial", "legal", or "referral" categories that we can solve on the spot. Many take the joint efforts of staff members from several agencies within the FAC and the rest of the family support system. That's why it really helps to be centralized.*

*It's easy to see how centralization is more convenient for families -- they don't have to run from building to building to get the help they need. But it's also far more efficient for us! Since we're all in one place, staff from the various areas can easily consult with each other whenever it's necessary. That makes for smoother, more streamlined team work. We can solve more problems, more quickly and more easily with significantly less stress than when our offices are in different locations.*

*There's one other thing a FAC provides that is critical to Family Support: information. Information is so important to the family members who have been left behind—official information about the troops... information about social activities... homecoming plans... the Family Assistance Center is a focal point for information. This is a place anyone can come with a question and know they will get the most accurate answer available. That makes people less likely to believe and perpetuate the rumor mill, and eliminates many of the problems associated with rumors. The FAC is a source of information everyone can trust.*

*So, do Family Assistance Centers work? The experiences of the six hundred FACs activated by the Army National Guard and Reserves during the Gulf War indicate they work very well indeed.*

*So now that you've seen our FAC, it's time to think about how you will organize a Family Assistance Center when the time comes to activate one. I wish I could give you a formula for how to set up a FAC. Each FAC is as different as the units it serves and the people who serve in it.*

*So instead, I'm going to give you a few guidelines, and plenty of things to think about, so that you can establish your own local command procedures. But first, let's review the reasons for operating a FAC. There are five main reasons: First, it's a focal point for all participants in the Army family assistance and support system. Second, it's a crisis referral service to relevant social and community services. Third, it provides legal assistance. Fourth, it's an official information conduit. Fifth, problem solving.*

*All FACs have another thing in common—the five essential services they must provide: ID cards and DEERS enrollments, assistance with CHAMPUS, financial service, legal service, and information and referral. A FAC may provide other services as well, depending upon the situation.*

*You've already seen how we organized to provide those services. But what you didn't see is how we got to here...*

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a view of a fully functioning FAC

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... from here.

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a repeat of the opening scene of the empty armory.

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*The first thing we had to think about was site selection. We had several sites available to us, but none of them was perfect. One had plenty of office space, but was hard to get to. Another was conveniently located, but too small. We had to balance our space requirements with other considerations—like easy access for families, parking, and rest room facilities. It turned out that this armory satisfied most of the requirements we identified for our situation.*

*Then we had to create offices within the space. We needed a reception area, the cubicles for ID cards and DEERS, CHAMPUS, legal and financial services... a private area for information and referral... and a bulletin board for communications.*

*Next: Office equipment. Desks, filing cabinets, typewriters, computer equipment, copy machine, ID card camera and laminator—the FAC equipment supply list in the Operation R.E.A.D.Y. training module is a head start on what you may need.*

*Then communication: how many telephones? How many lines? We had to estimate what our work load would be and plan for it. We arranged for an 800 number because many of the families we serve live in a wide area, and we can better handle problems from all over the state. We also added an answering machine, a modem for our computer, and a fax machine.*

*Then the FAC was ready for staffing: representatives from JAG, Finance, Health Services Advisor, and other agencies that provide these services during normal operations, plus a few extras like the Public Affairs Officer, Chaplain, Inspector General -- the list will vary from FAC to FAC. If you don't have all these people available at your unit or installation, you'll need to find them elsewhere -- from a nearby active duty installation or the civilian community. It's important to set this up in advance through letters of memorandum or agreements.*

*Finally, we supplemented the staff with a heavy dose of dedicated volunteers... opened our doors to family members looking for help... and presto! One Family Assistance Center. Since our unit is on a training exercise, we're open during normal operating hours and we have someone on call for emergencies.*

*That's a good look at how our FAC is operating during this training exercise. But a lot of this might be different if this were a large scale emergency, like a war or natural disaster. Then, we would increase our staff to step up operations and be open longer hours, perhaps even twenty-four hours a day. We'd also increase the number of outside agencies that are represented in the FAC, and add people to work with Casualty Assistance Officers.*

*In times of emergency, the FACs role as an information conduit is especially important: we would probably set up a rumor control office and work with the Public Affairs Office to provide briefings.*

*So you see, flexibility is an important trait for a successful FAC.*

*Increased activity brings another concern: how to keep staff and volunteers from burning out. That's a problem you have anytime you work with dedicated people.*

*There are four things that will help in this area: first, make sure staff members are providing only the help that's legal and proper. It's easy for someone who cares to overstep the boundaries of their position, or even duplicate the service provided by a professional agency. Keeping staff on track will help manage their work load.*

*Second, be alert for signs of stress like irritability, nervousness, or substance abuse. Be prepared to remove someone from family member contact if they show signs of extreme stress.*

*Third, take pro-active steps against stress by planning sessions, breaks and meetings to minimize the stress on staff members.*

*And, fourth, continue to encourage all staff members to take care of themselves as well as they take care of the clients. Good stress management includes getting plenty of rest and exercise, and maintaining a balanced diet.*

*Eventually, the day will come when you hear confirmation that the troops are coming home. The FAC will play an important role in planning homecoming activities, coordinating with Public Affairs, and handling family matters that are associated with reunions.*

*And when you finally close the doors to your FAC, you still have one more job to do. Throughout the FAC's weeks or months of service, you will have kept records of calls and client visits. Perhaps you'll even have made reports to command throughout the FAC's operations. Now is the time to wrap it all up in a final*

*report or briefing on "lessons learned." How effective was your FAC? How many people did it serve? What were its strong points? Where were the trouble spots? What would have made your FAC even more effective?*

*The answers to these questions will help you and your successors make the next FAC an even bigger success in helping families. Good luck.*

# **Family Assistance Center**

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The Channing L. Bete Co., Inc., 200 State Road, South Deerfield, Mass. 01373, offers useful information booklets on military family life. The titles listed below are available as of 1995:

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